

Town of Westford Annual Report

For the Fiscal Year Ending June 30
2011



Forge Village. Work will commence shortly on the new three-story brick mill which is to be erected by Abbot & Co. The cement foundation was laid last fall and everything is in readiness to commence operations. A large force of men will be employed and work on the new building will be pushed rapidly. When completed it will furnish employment to a large number of people.

The Westford Wardsman, March 12, 1910.

Forge Village. Work has already commenced on two five-room single cottages to be erected on Pond Street. Contractor Edwards, who is building the new mill, has charge of erecting the houses.

The Westford Wardsman, March 19, 1910.

*Cover photo of the Abbot mill building
by David Fingerhut, December 2011*

TOWN OF WESTFORD MASSACHUSETTS

Annual Report
For the fiscal year ending June 30, 2011

Annual Town Meeting
Saturday, March 24, 2012

Annual Town Election
Tuesday, May 1, 2012

IN MEMORIUM



Jerry Berkowitz
1933 – 2011

Jerry began his service to the Town as a member of the Finance Committee from 1984-87. In 1987 he was elected to the Board of Selectmen where he served for two terms. His knowledge of the Town's finances and his understanding of Proposition 2½ benefited us all.

Mary Caless
1927-2011

After serving on the School Planning Committee for two years, in 1970 Mary was elected to the School Committee. Her tenure lasted for twelve years until 1982, and for her last three years, she chaired the Committee. From 1982-91 Mary served on the Finance Committee and then on the Master Plan Committee for the next decade.



CITIZEN ACTIVITY APPLICATION FORM

CITIZEN ACTIVITY APPLICATION FORM
Town of Westford

GOOD GOVERNMENT STARTS WITH YOU

If you are interested in serving on a Town committee, please fill out this form and mail to the Town Manager, Town Hall, 55 Main Street, Westford, MA 01886. This form may also be downloaded from the website at www.westfordma.gov. All committee vacancies will be filled by citizens deemed most qualified to serve in a particular capacity.

Date _____

Name _____

Address _____

Home Telephone _____ Email _____

Amount of Time Available _____

Interest in What Town Committee _____

Present Occupation _____

Education Background _____

Town Offices Held _____

Other Volunteer Positions _____

Remarks _____

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STM 10/18/10 minutes are printed in 2010 Town Report	

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ELECTED OFFICIALS AS OF APRIL 30, 2011

BOARD OF HEALTH

Date Term Expires

3 - year term

ZAC A CATALDO	121 DEPOT ST	5/1/2011
SUSAN M HANLY	26 KIRSI CIR	5/1/2013
JILLIAN L LOKERE	103 RUSSELL`S WAY	5/1/2013
JOANNE MARTEL	6 MARIE ANN DR	5/1/2012
MICHELE PITONIAK-CRAWFORD	15 SHELLY LN	5/1/2011

BOARD OF SELECTMEN

3 - year term

ROBERT S JEFFERIES	11 BOSTON RD	5/1/2013
ANDREA PERANER-SWEET	21 KIRSI CIR	5/1/2013
KELLY J ROSS	7 CARRIAGE WAY	5/1/2011
JIM SULLIVAN	118 CARLISLE RD	5/1/2012
VALERIE A WORMELL	25 VOSE HILL RD	5/1/2011

HOUSING AUTHORITY

Appointed by Governor

NANCY J WIMBERG	8 KEYES RD	5/1/2013
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5 - year term

MURIEL T DRAKE	8 LASALLETTE RD	5/1/2014
CAROL S ENGEL	26 LOWELL RD	5/1/2011
PHYLLIS KOULOURAS	10 SCHOOL LN	5/1/2013
SCOTT HAZELTON	76 NUTTING RD	5/1/2012

JV FLETCHER LIBRARY TRUSTEES

3 - year term

ELIZABETH S DIERCKS	56 DEPOT ST	5/1/2013
MARIANNE C FLECKNER	23 ALMERIA CIR	5/1/2012
SUSAN M FLINT	7 SWANSON LN	5/1/2012
HAJO W KOESTER	65 PROVIDENCE RD	5/1/2011
ROBERT D PRICE	18 STRATTON HILL RD	5/1/2011
JOHN E WROBEL JR	13 MONADNOCK DR	5/1/2013

ELECTED OFFICIALS AS OF APRIL 30, 2011—CONTINUED

		Date Term Expires
<u>MODERATOR</u>		
<i>3 - year term</i>		
ELLEN S HARDE	39 MAIN ST	5/1/2011

PLANNING BOARD

<i>5 - year term</i>		
KEVIN BORSELLI	24 CARLISLE RD	5/1/2013
DENNIS J GALVIN	90 CONCORD RD	5/1/2015
MICHAEL J GREEN	20 RUSSELLS WAY	5/1/2014
KATHERINE M HOLLISTER	25 VINE BROOK RD	5/1/2012
FRED PALMER	147 MAIN ST	5/1/2011

SCHOOL COMMITTEE

<i>3 - year term</i>		
ARTHUR F BENOIT	26 COUNTRY RD	5/1/2013
JUDITH E CULVER	34 STONE RIDGE RD	5/1/2013
ANGELA HARKNESS	15 CASTLE RD	5/1/2012
DAVID A. KEELE	12 BOSTON RD	5/1/2014
BIRGIT E KOHL	4 FRANCIS HILL RD	5/1/2014
MARGARET A. MURRAY	11 SASSAFRAS RD	5/1/2012
KENNETH A TEAL	3 BEAVER DAM DR	5/1/2012

APPOINTED OFFICIALS AS OF JUNE 30, 2011

AFFORDABLE HOUSING COMMITTEE

Date Term
Expires

APPOINTED BY TOWN MANAGER

1 - year term

CHRISTINE G PUDE	7 BAYBERRY RD	6/30/2012
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2 - year term

JOAN C CROTEAU	10 BOUTWELL HILL RD	6/30/2013
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PAUL CULLY	4 PATRIOT LN	6/30/2013
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MARY LYNN GALGANO	5 DANIEL DR	6/30/2012
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SCOTT HAZELTON	76 NUTTING RD	6/30/2011
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KAREN HUDSON	35 CARLISLE RD	6/30/2013
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JIM SILVA	98 CHAMBERLAIN RD	6/30/2012
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3 - year term

ROB DOWNING	40 NUTTING RD	6/30/2012
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AFFORDABLE HOUSING TRUST COMMITTEE

APPOINTED BY BOARD OF SELECTMEN

1 - year term

CHRISTINE G PUDE	7 BAYBERRY RD	6/30/2011
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2 - year term

JACOB CLAYTON	15 BAYBERRY RD	6/30/2012
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DIANE L HOLMES	59 LOWELL RD	6/30/2012
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CHRIS ROMEO	1 BETTY LN	6/30/2012
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JIM SULLIVAN	118 CARLISLE RD	6/30/2012
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ROBERT J WASKIEWICZ	70 BROADWAY ST	6/30/2012
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AGRICULTURAL COMMISSION

APPOINTED BY BOARD OF SELECTMEN

3 - year term

MATTHEW R FOTI	76 CARLISLE RD	6/30/2012
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MARCIANA B GAMESTER	22 GRIFFIN RD	6/30/2014
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ROBERT A HAIGH	6 DURKEE LN	6/30/2012
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ROBERT L WEBB	52 PINE RIDGE RD	6/30/2012
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APPOINTED OFFICIALS—CONTINUED

BOARD OF ASSESSORS

APPOINTED BY TOWN MANAGER

3 - year term

		Date Term Expires
DIANE L HOLMES	59 LOWELL RD	6/30/2013
TITUS A PALMER	15 VOSE RD	6/30/2012
CHRISTOPHER ROMEO	1 BETTY LN	6/30/2014

BOARD OF CEMETERY COMMISSIONERS

APPOINTED BY TOWN MANAGER

1 - year term

		Date Term Expires
R BRADLEY POTTS	19R MAIN ST	6/30/2012

3 - year term

DANIEL P PROVOST	27 ORCHARD ST	6/30/2013
GEORGE P ROGERS	60 PLEASANT ST	6/30/2013

BOARD OF WATER COMMISSIONERS

APPOINTED BY TOWN MANAGER

3 - year term

ELIZABETH A DENLY	458 GROTON RD	6/30/2014
HUGH C MAGUIRE	127 COLD SPRING RD	6/30/2012
LESLIE A THOMAS	8 OLD COLONY DR	6/30/2013

BUDGET SOLUTION TASK FORCE

APPOINTED BY JOINT - BOARD OF SELECTMEN & SCHOOL COMMITTEE

until task is complete

JUDITH E CULVER	34 STONE RIDGE RD
DAVID A KEELE	10 BOSTON RD
MARK D KOST	7 GRASSY LN
ANDREA PERANER-SWEET	21 KIRSI CIR
JODI ROSS	55 MAIN ST
JIM SULLIVAN	45 COLDSPRING RD

APPOINTED OFFICIALS—CONTINUED

BYLAW REVIEW COMMITTEE

APPOINTED BY BOARD OF SELECTMEN

3 - year term

		Date Term Expires
AMBER D BROWN	11 LAKE SHORE DR S	6/30/2013
DAVID B CHANDLER	26 HILLSIDE AVE	6/30/2012
LYNN L COHEN	16 FLETCHER RD	6/30/2012

ex-officio

KAARI MAI TARI	55 MAIN ST
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CAPITAL PLANNING COMMITTEE

APPOINTED BY TOWN MANAGER

until task is complete

ARTHUR F BENOIT	26 COUNTRY RD
JOHN H CUNNINGHAM	4 BUTTERNUT RD
MARK D KOST	7 GRASSY LN
THOMAS J MAHANNA	4 BUTTERFIELD LN
DAN O'DONNELL	55 MAIN ST
BILL OLSEN	23 DEPOT ST
JODI ROSS	55 MAIN ST
JIM SULLIVAN	118 CARLISLE RD
KIRK WARE	5 GRANADA DR
VALERIE A WORMELL	25 VOSE HILL RD

COMMUNICATIONS ADVISORY COMMITTEE

APPOINTED BY BOARD OF SELECTMEN

1 - year term

DAVE LEVY	354 GROTON RD	6/30/2012
JIM SILVA	98 CHAMBERLAIN RD	6/30/2012
TONY VACCA	93 MAIN ST	6/30/2012

APPOINTED OFFICIALS—CONTINUED

		Date Term Expires
<u>COMMUNITY PRESERVATION COMMITTEE</u>		
<i>APPOINTED BY BOARD OF SELECTMEN</i>		
3 - year term		
JOHN P CUNIFFE	8 PATTEN RD	6/30/2012
MARILYN FRANK	6 CHAMBERLAIN RD	6/30/2013
KEN HANLY	26 KIRSI CIR	6/30/2012
SCOTT HAZELTON	76 NUTTING RD	6/30/2012
KATHLEEN A HEALY	95 MAIN ST	6/30/2012
KATE HOLLISTER	25 VINE BROOK RD	6/30/2014
CHRISTINE MACMILLAN	12 MAPLE ST	6/30/2012
ELIZABETH MICHAUD	11 BEAVER DAM DR	6/30/2013
<u>CONSERVATION COMMISSION</u>		
<i>APPOINTED BY BOARD OF SELECTMEN</i>		
2 - year term		
JOHN H CUNNINGHAM	4 BUTTERNUT RD	6/30/2012
3 - year term		
BRIAN DOUGLAS	23 OLD HOMESTEAD RD	6/30/2014
ERIC FAHLE	9 LONG SOUGHT FOR POND RD	6/30/2014
MARILYN FRANK	6 CHAMBERLAIN RD	6/30/2013
JAMES S GOZZO	6 CAROLINA LN	6/30/2014
ANN R JEFFERIES	11 BOSTON RD	6/30/2012
PETER H MAHLER	25 VINE BROOK RD	6/30/2013
<u>CONSTABLE</u>		
<i>ADMINISTRATIVE & BOS APPOINTMENT*</i>		
3 - year term		
PATRICIA L DUBEY	30 PLEASANT ST	6/30/2012
JOHN R SULLIVAN*	145 PLAIN RD	6/30/2014
KAARI MAI TARI	55 MAIN ST	6/30/2012

APPOINTED OFFICIALS—CONTINUED

COUNCIL ON AGING

APPOINTED BY TOWN MANAGER

3 - year term

		Date Term Expires
NANCY J COOK	25 NO MAIN ST	6/30/2013
HELENA M CROCKER	34 WEST ST	6/30/2013
DOROTHY H HALL	10 HIGHLAND ROAD	6/30/2013
CECILIA HEALY	7 CHURCH ST	6/30/2013
PATRICIA A HOLMES	7 CHURCH ST	6/30/2013
GEORGE P ROGERS	60 PLEASANT ST	6/30/2012
ROBERT P TIERNEY	10 TALLARD RD	6/30/2012

CULTURAL COUNCIL

APPOINTED BY BOARD OF SELECTMEN

3 - year term

BARBARA W BERGIN	50 ELM RD	6/30/2012
NORMAN BRISTOL	1 ELDERBERRY WAY	6/30/2012
CELESTE FALCONE	9 STRATTON HILL RD	6/30/2012
MARY D LYMAN	3 TADMUCK LN	6/30/2012
CHRISTINE ROBINSON	8 MOORE RD	6/30/2014

EAST BOSTON CAMP ADVISORY COMMITTEE

APPOINTED BY CONSERVATION COMMISSION

until task complete

ROBERT BOONSTRA	13 ALCORN CROSSING
KEVIN A CAVISTON	14 MORNING GLORY CIR
PAUL CULLY	4 PATRIOT LN
DOUGLAS DESCHENES	5 LINDSEY LN
MARILYN FRANK	6 CHAMBERLAIN RD
JAMES S GOZZO	6 CAROLINA LN
PETER H MAHLER	25 VINE BROOK RD
ANDREA PERANER-SWEET	21 KIRSI CIR
ELIZABETH PETERSON	4 PATRIOT LN
LESLIE A THOMAS	8 OLD COLONY DR

APPOINTED OFFICIALS—CONTINUED

EMERGENCY MANAGEMENT

APPOINTED BY TOWN MANAGER

1 - year term

		Date Term Expires
JOE TARG	51-53 MAIN ST	6/30/2012
TIM WHITCOMB	55 MAIN ST	6/30/2012

ENERGY COMMITTEE

APPOINTED BY BOARD OF SELECTMEN

3 - year term

STEVE DARDINSKI	7 VOSE HILL RD	6/30/2013
STEVEN ESPOSITO	68 PROVIDENCE RD	6/30/2012
JEFFREY GELLER	68 NUTTING RD	6/30/2013
THOMAS M ROSE	19 COLONIAL DRIVE EXT	6/30/2013

FINANCE COMMITTEE

APPOINTED BY MODERATOR

1 - year term

MATTHEW LEWIN	4 MISTY LN	6/30/2012
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3 - year term

JEANNE M DRULA	14 HOPKINS PL	6/30/2013
AL HERGET	8 WAYNE RD	6/30/2012
MARK D KOST	7 GRASSY LN	6/30/2011
INGRID M NILSSON	6 DEPOT ST	6/30/2013
ROSE O'DONNELL	8 SASSAFRAS RD	6/30/2012
MICHAEL A PRINCI	111 DEPOT ST	6/30/2011
DENNIS WRONA	5 SASSAFRAS RD	6/30/2011

APPOINTED OFFICIALS—CONTINUED

HISTORICAL COMMISSION

APPOINTED BY BOARD OF SELECTMEN

3 - year term

		Date Term Expires
SALLY BENEDICT	55 MAIN ST	6/30/2014
JOHN P CUNNIFFE	8 PATTEN RD	6/30/2014
PHIL GILBERT	55 MAIN ST	6/30/2011
DAVID GUTBROD	74 DEPOT ST	6/30/2013
CONRAD HINCKLEY	24 BOSTON RD	6/30/2013
JOHN P MANGAN	8 BEAVER DAM DR	6/30/2014
ROBERT E STAFFORD	22 LELAND RD	6/30/2014
JAMES ZEGOWITZ	178 CARLISLE RD	6/30/2012

LOWELL REGIONAL TRANSIT AUTHORITY

APPOINTED BY BOARD OF SELECTMEN

until task complete

BERNADETTE ANN DUREAU	81 NO MAIN ST
LAURA MATHIS	1 SHERBURNE LN

MBTA ADVISORY BOARD ALTERNATE

1 - year term

ROBERT S JEFFERIES	11 BOSTON RD	6/30/2012
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NASHOBA VALLEY TECHNICAL HIGH SCHOOL DISTRICT

APPOINTED BY MODERATOR, SCHOOL COMMITTEE & BOARD OF SELECTMEN

3 - year term

MARK DESROCHERS	3 LYNWOOD LN	3/31/2013
JOAN OBRIEN	11 COLD SPRING RD	3/31/2013

NORTHERN MIDDLESEX COUNCIL OF GOVERNMENT

APPOINTED BY BOARD OF SELECTMEN & PLANNING BOARD

1 - year term

ROBERT S JEFFERIES	11 BOSTON RD	6/30/2012
JIM SILVA	98 CHAMBERLAIN RD	6/30/2012

APPOINTED OFFICIALS—CONTINUED

PARKERVILLE SCHOOLHOUSE COMMITTEE

APPOINTED BY TOWN MANAGER

3 - year term

		Date Term Expires
HEIDI C HATKE	78R CARLISLE RD	6/30/2012
CHARLES KENNEDY	31 OLD LOWELL RD	6/30/2013
JUNE W KENNEDY	31 OLD LOWELL RD	6/30/2012
FLORENCE MICHELIDES	55 MAIN ST	6/30/2012
BONNIE OLIPHANT	3 ROBINSON RD	6/30/2014
ROGER PLAISTED	175 CARLISLE RD	6/30/2012
JOHN A WILDER	61 CARLISLE RD	6/30/2012

PARKS & RECREATION COMMISSION

APPOINTED BY TOWN MANAGER

1 - year term

CINDY FREUD	2 JENNIFER DR	6/30/2012
WILLIAM RICHARDS	38 OLD LOWELL RD	6/30/2012

3 - year term

COLLEEN M BARISANO	62 MAIN ST	6/30/2012
AUGUSTUS BICKFORD	95 NO MAIN ST	6/30/2014
MICHAEL BISHOP	42 ACTON RD	6/30/2013
KEVIN A CAVISTON	14 MORNING GLORY CIR	6/30/2013
KEN HANLY	26 KIRSI CIR	6/30/2012
JOHN W MCNAMARA	11 HILLSIDE AVE	6/30/2012
CAROLYN K METCALF	46 LAKE SHORE DR NO	6/30/2012

PEDESTRIAN SAFETY COMMITTEE

APPOINTED BY BOARD OF SELECTMEN

until task complete

LOUIS-CHARLES D COOK	13 CHESTNUT ST
PETER N EWING	21 OLD HOMESTEAD RD
KAREN HUDSON	35 CARLISLE RD
TOM O'DONNELL	6 OVERLOOK CIR
BALA PARTHASARATHY	471 GROTON RD

APPOINTED OFFICIALS—CONTINUED

PERMANENT SCHOOL BUILDING COMMITTEE

APPOINTED BY BOARD OF SELECTMEN

until task complete

ARTHUR F BENOIT	26 COUNTRY RD
STEVEN K BRIERLEY	16 PHILLIPS DR
KAREN CAVANAGH	8 DEMPSEY WAY
THOMAS E ELLIS	5 CHICORY RD
ANGELA HARKNESS	15 CASTLE RD
ROBERT S JEFFERIES	11 BOSTON RD
KENNETH H MORGAN	4 DUTCHMAN LN
MICHAEL G MULLIGAN	32 HILDRETH ST
GEORGE E MURRAY	14 HEYWOOD RD
KIRK WARE	5 GRANADA DR

Date Term

Expires

PERMANENT TOWN BUILDING COMMITTEE

APPOINTED BY BOARD OF SELECTMEN

2 - year term

MORGAN D FANNON	19 MOORE AVE	6/30/2012
GARY LAVELLE	2 MEADOWVIEW LN	6/30/2012
KIRK WARE	5 GRANADA DR	6/30/2012

3 - year term

KAREN A CAVANAGH	8 DEMPSEY WAY	6/30/2014
NANCY J COOK	25 NO MAIN ST	6/30/2012
PAUL L DAVIES	6 CREST DR	6/30/2014
THOMAS J MAHANNA	4 BUTTERFIELD LN	6/30/2014

PERSONNEL ADVISORY COMMITTEE

APPOINTED BY BOARD OF SELECTMEN

3 - year term

SUSAN M FLINT	7 SWANSON LN	6/30/2012
ELIZABETH MICHAUD	11 BEAVER DAM DR	6/30/2012

APPOINTED OFFICIALS—CONTINUED

<u>PUBLIC WORKS INITIATIVE COMMITTEE</u>		Date Term Expires
<i>APPOINTED BY BOARD OF SELECTMEN</i>		
3 - year term		
ARTHUR F BENOIT	26 COUNTRY RD	6/30/2013
AUGUSTUS BICKFORD	95 NO MAIN ST	6/30/2013
JOHN H CUNNINGHAM	4 BUTTERNUT RD	6/30/2013
MARK D KOST	7 GRASSY LN	6/30/2013
HUGH C MAGUIRE	127 COLD SPRING RD	6/30/2013
JOHN MANGIARATTI	55 MAIN ST	6/30/2013
ROBERT D PRICE	18 STRATTON HILL RD	6/30/2013
GEORGE P ROGERS	60 PLEASANT ST	6/30/2013
VALERIE A WORMELL	25 VOSE HILL RD	6/30/2013

RECORDS AND ARCHIVES COMMITTEE

APPOINTED BY TOWN MANAGER

3 - year term

ELLEN S HARDE	39 MAIN ST	6/30/2013
PAT LOUCH	82 MAIN ST	6/30/2011
SANDY MARTINEZ	95 MAIN ST	6/30/2013
VIRGINIA MOORE	36 BOSTON RD	6/30/2013
BOB OLIPHANT	3 ROBINSON RD	6/30/2013
KAARI MAI TARI	55 MAIN ST	6/30/2014

RECYCLING COMMISSION

APPOINTED BY TOWN MANAGER

3 - year term

ALAN BUGOS	3 JOCELYN DR	6/30/2013
KRIS ERICKSON	41 KEYES RD	6/30/2013
ELLEN S HARDE	39 MAIN ST	6/30/2012
JOAN KEANE	10 GRANITEVILLE RD	6/30/2012
CHARLES STARK	14 CHRISTOPHER RD	6/30/2013
BARBARA D THERIAULT	8 TADMUCK LN	6/30/2014
LORRAINE ZAMBRE	11 VINE BROOK RD	6/30/2013

APPOINTED OFFICIALS—CONTINUED

		Date Term Expires
<u>REGISTRARS OF VOTERS</u>		
<i>APPOINTED BY BOARD OF SELECTMEN</i>		
3 - year term		
PHIL MCGEE	2 BEAVER BROOK RD	6/30/2012
ALISA NAKASHIAN-HOLSBE	6 BETTY LN	6/30/2012
SHEILA TUCKE	100 CHAMBERLAIN RD	6/30/2013
KAARI MAI TARI	TOWN CLERK	
<u>TAX POSSESSION SALE COMMITTEE</u>		
<i>APPOINTED BY BOARD OF SELECTMEN</i>		
3 - year term		
ERNEST H HYDE	59 DEPOT ST	6/30/2013
DARRIN H WIZST	1 NOONAN WAY	6/30/2013
<u>TOWN FOREST COMMITTEE</u>		
<i>APPOINTED BY TOWN MANAGER</i>		
3 - year term		
RICHARD J BARRETT	47 TADMUCK RD	6/30/2013
HUGH C MAGUIRE	127 COLD SPRING RD	6/30/2013
<u>TREAD COMMITTEE</u>		
<i>APPOINTED BY TOWN MANAGER</i>		
3 - year term		
NANCY J COOK	25 NO MAIN ST	6/30/2012
TIMOTHY J DONOVAN	21 FLAGG RD	6/30/2012
DOROTHY H HALL	10 HIGHLAND ROAD	6/30/2012
DIANE L HOLMES	59 LOWELL RD	6/30/2012
<u>TREE WARDEN</u>		
<i>APPOINTED BY TOWN MANAGER</i>		
1 - year term		
RICHARD J BARRETT	47 TADMUCK RD	6/30/2011

APPOINTED OFFICIALS—CONTINUED

		Date Term Expires
<u>UNACCEPTED ROAD STUDY COMMITTEE</u>		
<i>APPOINTED BY BOARD OF SELECTMEN</i>		
<i>1 - year term</i>		
CHRIS BARRETT	13 VOSE HILL RD	6/30/2012
GLORIA BENSCH	4 SAWMILL RD	6/30/2012
BRUCE E HARATY	112 PARKHURST DR	6/30/2012
ROBERT C DOOLEY JR	9 POLLYANNA LN	6/30/2012
DENNIS J GALVIN	90 CONCORD RD	6/30/2012
AL HERGET	8 WAYNE RD	6/30/2012
ROBERT S JEFFERIES	11 BOSTON RD	6/30/2012
MATTHEW LEWIN	4 MISTY LN	6/30/2012
KEN WEISS	27 VOSE HILL RD	6/30/2012
VALERIE A WORMELL	25 VOSE HILL RD	6/30/2012

VETERANS AGENT

APPOINTED BY TOWN MANAGER

1 - year term

TERRY M STADER	2 OLD COLONY DR	6/30/2011
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ZONING BOARD OF APPEALS

APPOINTED BY BOARD OF SELECTMEN

5 - year term

MARK T CONLON	20 SHERWOOD DR	6/30/2016
DAVID R EARL	8 OLD COLONY DR	6/30/2015
JAY ENIS	13 PINE TREE TRAIL	6/30/2014
ROBERT C HERRMANN	101 CONCORD RD	6/30/2014
JAMES KAZENIAC	4 ROBBINS RD	6/30/2016
SCOTT D MACKAY	7 CROWN RD	6/30/2016
PAUL MACMILLAN	12 MAPLE ST	6/30/2016
CHRISTOPHER ROMEO	1 BETTY LN	6/30/2016

GENERAL MEETING TIMES FOR BOARDS & COMMITTEES

Board/Committee	Day of the Month	Time	Location
Affordable Housing Committee	2 nd Wednesday	7:15 am	Town Hall
Affordable Housing Trust Fund	2 nd Tuesday	7:30 am	Police Station Chief's Conference Room
Board of Health	2 nd & 4 th (if needed) Monday	7:00 pm	Town Hall
Board of Selectmen	2 nd & 4 th Tuesday	7:30 pm	Town Hall
Bylaw Review Committee	1 st and 3 rd Tuesday	7:30pm	Town Hall
Capital Planning Committee	Friday Mornings (no set schedule)	8:30 or 9:30am	Town Hall
Cemetery Commission	2 nd Wednesday in Jan, Apr, July, Oct	8:00 am	Pine Grove Cemetery Office
Communication Advisory Committee	4 th Tuesday	7:00 pm	Fletcher Library Mary Atwood Room
Conservation Commission	2 nd & 4 th Wednesday	7:30 pm	Town Hall
Council on Aging	2 nd Wednesday	4:00 pm	Cameron Senior Center
Energy Committee	1 st & 3 rd Monday	7:00pm	Police Station Training Room
Historical Commission	3 rd Wednesday	7:00 pm	Museum Cottage
Housing Authority	2 nd Thursday	7:00 pm	Alternates between 7 Cross St. and 65 Tadmuck Rd.
Library Trustees	1 st Monday	7:30 pm	Fletcher Library
Nashoba Valley Technical High School	2 nd Tuesday	7:30 pm	Nashoba Valley Technical High School
Parks & Recreation	1 st Monday	7:00 pm	Town Farm Building
Permanent Town Building Committee	Every other Wednesday	7:00 pm	Cameron Senior Center
Planning Board	1 st & 3 rd Monday	7:30 pm	Town Hall
Recycling Commission	2 nd Thursday	7:00 pm	Roudenbush Community Center
School Committee	Every other Monday	7:30 pm	Millennium
Tax Possession Sale Committee	3 rd Thursday	5:00pm	Town Hall
Water Commission	1 st & 3 rd Wednesday	5:30 pm	Water Dept. Operation Center
Zoning Board of Appeals	3 rd Wednesday	7:00 pm	Town Hall

Every effort is made to keep the meeting postings up to date on the online Town Clerk's Meeting Posting page at www.westfordma.gov.

ANNUAL TOWN ELECTION MAY 3, 2011

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
<i>Board of Selectmen (3 Year Term) - Vote for 2</i>							
Blanks	30	24	20	23	38	32	167
Kelly J. Ross	52	73	76	72	94	59	426
Valerie A. Wormell	54	69	68	58	83	55	387
Write Ins		0	0	3	2		5
Angel Connell	2				1	2	5
TOTALS	138	166	164	156	218	148	990
<i>Board of Health (3 Year Term)-Vote for 2</i>							
Blanks	36	43	25	20	50	44	218
Zac A. Cataldo	52	65	67	71	83	55	393
Michele Pitoniak-Crawford	50	58	72	65	85	49	379
Write Ins	0	0	0	0	0	0	0
TOTALS	138	166	164	156	218	148	990
<i>Housing Authority (5 Year Term) - Vote for 1</i>							
Blanks	15	16	10	9	19	20	89
Carol S. Engel	54	67	72	69	90	54	406
Write Ins	0	0	0	0	0	0	0
TOTALS	69	83	82	78	109	74	495
<i>Library Trustees (3 Year Term) - Vote for 2</i>							
Blanks	27	28	21	12	42	40	170
Hajo W. Koester	56	71	70	73	90	55	415
Robert D. Price	55	67	73	71	86	53	405
Write Ins	0	0	0	0	0	0	0
TOTALS	138	166	164	156	218	148	990
<i>Moderator (3 Year Term) - Vote for 1</i>							
Blanks	13	13	3	7	14	18	68
Ellen S. Harde	56	68	79	71	94	56	424
Write Ins	0	2	0	0	1	0	3
TOTALS	69	83	82	78	109	74	495
<i>Planning Board (5 Year Term) - Vote for 1</i>							
Blanks	14	16	10	8	24	23	95
Katherine M. Hollister	55	67	72	70	85	51	400
Write Ins	0	0	0	0	0	0	0
TOTALS	69	83	82	78	109	74	495
<i>Planning Board (1 Year Term-Vacancy) - Vote for 1</i>							
Blanks	21	17	18	9	29	11	105
Prasad A. Vasiraju	48	66	64	68	80	63	389
Write Ins	0	0	0	1	0	0	1
TOTALS	69	83	82	78	109	74	495
<i>School Committee (3 Year Term) - Vote for 2</i>							
Blanks	34	33	20	13	46	41	187
David A. Keele	47	69	71	70	88	55	400
Birgit Erika Kohl	54	62	73	73	82	52	396
Write Ins	3	2	0	0	2	0	7
TOTALS	138	166	164	156	218	148	990
Total Registered Voters	2525	2456	2596	2546	2760	2442	15325
<i>Precinct Totals:</i>	69	83	82	78	109	74	495
Total Voter Turnout	2.7%	3.4%	3.2%	3.1%	3.9%	3.0%	3.2%

Annual Town Meeting Minutes—March 26, 2011

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot School on Saturday, March 26, 2011, called to commence at 10:00 am, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors.

Ellen Harde, Town Moderator, called the 282nd meeting to order at 10:10 am. A total of 401 voters were in attendance of the two days of town meeting.

It was VOTED to waive the reading of the motions and accept as the official motions the document last updated on March 11, 2011, posted to the web and filed with the Town Clerk.

Article 1. Acceptance of Town Reports

It was VOTED unanimously that the town accept the reports of town officers, boards and committees for the calendar year 2010.

Voters were asked to refer to page 105 in the Town Report under the section entitled “Special Revenue Fund” for reports on funds collected by boards and committees.

Article 2. Fiscal Year 2011 Supplemental Appropriations

It was VOTED that the Town appropriate from Free Cash the sum of \$523,000 (FIVE HUNDRED TWENTY THREE THOUSAND DOLLARS) in order to supplement the following Fiscal Year 2011 Operating Budgets:

540 Senior Center, Expenses (Utilities)	\$15,000
945 Employee Benefits & Miscellaneous, Expenses (Health Insurance)	508,000

Article 3. Fiscal Year 2011 Budget Transfers

It was VOTED unanimously to dismiss this article under the consent agenda.

Article 4. Unpaid Bills from Previous Fiscal Year

It was VOTED unanimously to dismiss this article under the consent agenda.

Article 5. Amendments to the Wage and Classification Plan

It was VOTED that the Town vote to amend the Pay Classification Plan for non-unionized municipal employees, effective July 1, 2011 as follows:

Create The Following New Position:			
Library Bookmobile Driver	Hourly Class	\$14.35/hr	\$18.14/hr

Article 6. Local Option Meals Excise Acceptance

It was VOTED that the Town accept the provisions of [Massachusetts General Laws, Chapter 64L Section 2 \(a\)](#) to impose a local meals excise of 0.75% above the state meals tax.

Annual Town Meeting Minutes — March 26, 2011
Continued

Article 7. Local Option Room Occupancy Excise Acceptance

It was VOTED that the Town accept the provisions of [Massachusetts General Laws, Chapter 64G Section 3A](#) to impose a local room occupancy excise at the rate of 6 percent.

Town Manager Jodi Ross presented the financial state of the Town to the meeting.

It was VOTED unanimously to allow town staff and consultants who are not Westford voters to sit with boards and address the meeting.

Article 8. Fiscal Year 2012 Operating Budget

It was VOTED that the Town appropriate the sum of \$92,278,754.00 (NINETY TWO MILLION TWO HUNDRED SEVENTY - EIGHTY THOUSAND SEVEN HUNDRED FIFTY -FOUR DOLLARS) for the operation and maintenance of Town Departments for the Fiscal Year July 1, 2011 through June 30, 2012,

GENERAL GOVERNMENT

122	SELECTMEN	131	FINANCE COMMITTEE	
	Personal Services	0	Personal Services	0
	Expenses	<u>19,425</u>	Expenses	9,065
	TOTAL	19,425	Reserve Fund	192,000
			(Transfers out)	<u>0</u>
123	TOWN MANAGER		TOTAL	201,065
	Personal Services	295,859		
	Expenses	<u>42,830</u>	132	FINANCE DIRECTOR
	TOTAL	338,689	Personal Services	0
			Expenses	0
			Audit	<u>0</u>
			TOTAL	0

Annual Town Meeting Minutes—March 26, 2011

Continued

135	TOWN ACCOUNTANT		151	TOWN COUNSEL	
	Personal Services	225,803		Personal Services	0
	Expenses	<u>35,260</u>		Expenses	<u>263,500</u>
	TOTAL	261,063		TOTAL	263,500
137	BUDGET DIRECTOR		152	HUMAN RESOURCES	
	Personal Services	76,798		Personal Services	172,541
	Expenses	<u>1,300</u>		Expenses	22,520
	TOTAL	78,098		Compensation Reserve	100,000
				Transfers out	<u>0</u>
141	BOARD OF ASSESSORS			TOTAL	295,061
	Personal Services	211,966			
	Expenses	<u>23,950</u>	155	TECHNOLOGY	
	TOTAL	235,916		Personal Services	371,437
				Expenses	<u>610,200</u>
145	TAX COLLECTOR			TOTAL	981,637
	Personal Services	249,897			
	Expenses	<u>58,115</u>	161	TOWN CLERK	
	TOTAL	308,012		Personal Services	209,442
				Expenses	<u>23,747</u>
				TOTAL	233,189

Annual Town Meeting Minutes—March 26, 2011

Continued

170	PERMITTING DEPARTMENT		192	TOWN HALL MAINTENANCE	
	Personal Services	150,725		Personal Services	45,867
	Expenses	<u>35,765</u>		Expenses	<u>107,150</u>
	TOTAL	186,490		TOTAL	153,017
171	CONSERVATION <i>COMMISSION</i>		TOTAL GENERAL GOVERNMENT		<u>3,741,287</u>
	Personal Services	74,815			
	Expenses	<u>9,470</u>	PUBLIC SAFETY		
	TOTAL	84,285	210	POLICE DEPARTMENT	
				Personal Services	4,107,378
175	PLANNING BOARD			Expenses	<u>415,897</u>
	Personal Services	78,194		TOTAL	4,523,275
	Expenses	<u>17,896</u>			
	TOTAL	96,090	220	FIRE DEPARTMENT	
				Personal Services	2,634,711
176	ZONING BOARD OF APPEALS			Offset From Grant	-77,277
	Personal Services	0		Expenses	<u>191,698</u>
	Expenses	<u>5,750</u>		TOTAL	2,749,132
	TOTAL	5,750			
			241	BUILDING DEPARTMENT	
179	GIS			Personal Services	245,639
	Personal Services	0		Expenses	<u>14,150</u>
	Expenses	<u>0</u>		TOTAL	260,089
	TOTAL	0			

Annual Town Meeting Minutes — March 26, 2011

Continued

244	SEALER WGHTS/MEASURE		EDUCATION	
	Personal Services	0	300	WESTFORD PUBLIC SCHOOLS
	Expenses	<u>3,000</u>		46,271,921
	TOTAL	3,000	310	NASHOBA TECH
				696,777
291	EMERGENCY MANAGEMENT		TOTAL EDUCATION	<u>46,968,698</u>
	Personal Services	8,000		
	Expenses	<u>5,595</u>	PUBLIC WORKS	
	TOTAL	13,595		
			410	ENGINEERING DEPARTMENT
292	ANIMAL CONTROL			Personal Services 220,851
	Personal Services	75,601		Expenses <u>13,900</u>
	Expenses	12,270		TOTAL 234,751
	Offset	<u>-39,000</u>		
	TOTAL	48,871	421	HIGHWAY DEPARTMENT
				Personal Services 1,316,743
294	TREE WARDEN			Expenses <u>1,094,524</u>
	Personal Services	2,000		TOTAL 2,411,267
	Expenses	<u>32,650</u>		
	TOTAL	34,650	427	STORMWATER MANAGEMENT
				Personal Services 0
TOTAL PUBLIC SAFETY	<u>7,632,612</u>			Expenses <u>48,000</u>
				TOTAL 48,000

Annual Town Meeting Minutes — March 26, 2011

Continued

432	RECYCLING		HEALTH & HUMAN SERVICES	
	Personal Services	0	510	BOARD OF HEALTH
	Expenses	<u>242,600</u>		Personal Services 361,985
	TOTAL	242,600		Expenses <u>31,970</u>
				TOTAL 393,955
433	SOLID WASTE			
	Personal Services	0	540	SENIOR CENTER
	Expenses	<u>1,192,600</u>		Personal Services 120,263
	TOTAL	1,192,600		Expenses <u>53,850</u>
				TOTAL 174,113
440	SEWERAGE COLLECTION		541	COUNCIL ON AGING
	Personal Services	0		Personal Services 188,928
	Expenses	<u>8,940</u>		Expenses <u>58,357</u>
	TOTAL	8,940		TOTAL 247,285
491	CEMETERY DEPARTMENT		543	VETERANS SERVICES
	Personal Services	70,028		Personal Services 14,750
	Expenses	<u>17,328</u>		Expenses <u>14,850</u>
	TOTAL	87,356		TOTAL 29,600
TOTAL PUBLIC WORKS	<u>4,225,514</u>		TOTAL HEALTH & HUMAN SERVICES	<u>844,953</u>

Annual Town Meeting Minutes — March 26, 2011

Continued

CULTURE & RECREATION		TOTAL CULTURE & RECREATION	<u>1,733,036</u>
610	LIBRARY	DEBT SERVICE	
	Personal Services	1,093,282	
	Expenses	<u>331,256</u>	710 DEBT SERVICE
	TOTAL	1,424,538	Principal & Interest <u>7,459,606</u>
			TOTAL 7,459,606
630	RECREATION	TOTAL DEBT SERVICE	
	Personal Services	204,333	<u>7,459,606</u>
	Expenses	0	
	Offsets / Shared Costs	<u>-204,333</u>	UNCLASSIFIED
	TOTAL	0	
		940 OTHERWISE UNCLASSIFIED	
650	PARKS	Expenses	<u>-729,441</u>
	Personal Services	259,235	TOTAL -729,441
	Expenses	34,933	
	Offset	<u>-52,000</u>	945 EMPLOYEE BENEFITS & MISC
	TOTAL	242,168	Expenses <u>13,834,361</u>
			TOTAL 13,834,361
660	LAND MANAGEMENT	TOTAL UNCLASSIFIED	
	Personal Services	0	13,104,920
	Expenses	<u>51,500</u>	
	TOTAL	51,500	Reserve Fund Transfers to Capital 0
670	HISTORICAL COMMISSION	TOTAL GENERAL FUND	
	Personal Services	0	<u>85,710,626</u>
	Expenses	<u>14,830</u>	
	TOTAL	14,830	

Annual Town Meeting Minutes — March 26, 2011

Continued

such sums to be expended for such purposes under the direction of the respective town

COMMUNITY PRESERVATION FUND

240	COMMUNITY PRESERVATION	
	Personal Services	9,000
	Expenses	6,000
	Principal & Interest	<u>875,970</u>
	TOTAL	890,970

RECREATION ENTERPRISE FUND

630	RECREATION ENTERPRISE	
	Personal Services	947,955
	Expenses	<u>256,676</u>
	TOTAL	1,204,631

AMBULANCE ENTERPRISE FUND

WATER ENTERPRISE FUND

600	WATER ENTERPRISE	
	Personal Services	1,006,803
	Expenses	1,610,068
	Capital	<u>855,091</u>
	TOTAL	3,471,962

640	AMBULANCE ENTERPRISE	
	Personal Services	638,931
	Expenses	<u>361,634</u>
	TOTAL	1,000,565

TOTAL OPERATING BUDGET 92,278,754

officers, boards and committees and further that all items be raised and appropriated except for the following:

Fund 240 Community Preservation Fund: \$890,970 shall be appropriated from Community Preservation Fund Fiscal 2012 Revenue;

Fund 270 Receipts Reserved for Appropriation: \$18,720 shall be appropriated from Conservation Wetlands Fees;

Fund 600 Water Enterprise Fund: \$3,267,950 shall be appropriated from Water Enterprise Revenue and \$204,012 shall be appropriated from Water Enterprise Free Cash

Fund 630 Recreation Enterprise Fund: \$1,204,631 shall be appropriated from Recreation Enterprise Revenue;

Fund 640 Ambulance Enterprise Fund: \$894,435 shall be appropriated from Ambulance Enterprise Revenue.

Annual Town Meeting Minutes — March 26, 2011

Continued

A MOTION was made and seconded to reduce the operating budget to zero. The motion FAILED for lack of majority.

A MOTION was made and seconded to divide the question on personal services into separate items for each of the three salaries under Technology. The motion FAILED for lack of majority.

A MOTION was made and seconded to reduce funding in personal services for the Police Department by \$350,000. The motion FAILED for lack of majority.

A MOTION was made and seconded that the public schools budget be reduced to be funded at the same level as FY011 with recommended reductions to be taken in the physical facility and supply items rather than personnel. The motion FAILED for lack of majority.

A MOTION was made and seconded to reduce the budget for expenses under Land Management by \$4,000. The motion FAILED for lack of majority.

School Committee Chair David Keele reported on student achievements.

School Superintendent Bill Olsen and School Committee Chair David Keele presented the Gordon B. Seavey Award to Patti Mason, for her exemplary service to the Westford Public Schools in a number of capacities, including PTO membership and involvement as a public relations person. In addition she assisted at Westford Academy with a variety of programs. Ms. Mason graciously accepted the award on behalf of all volunteers in town, and as the "public relations person," she invited the community to join Westford FunFest's "Let's Celebrate Westford" activities throughout town from April 1st – May 30th, 2011.

At 12:30pm, the meeting adjourned for lunch.

The Meeting reconvened at 1:27pm.

The Meeting remembered three long time residents who passed away since the Special Town Meeting of October 2010.

Jerry Berkowitz was a member of the Capital Planning Committee, Finance Committee, Board of Selectmen, Town Meeting Study Committee and Personnel Advisory Committee, to name but a few.

Mary Caless was a School Committee member for 14 years, never shy about her sentiments being known.

Peg Blanchard, who is survived by her husband Lloyd Blanchard, School Superintendent from 1957 – 1982, was called the power behind the throne by Moderator Ellen Harde.

Annual Town Meeting Minutes — March 26, 2011

Continued

Article 9. Property Tax Exemption Increase by 100% for the Blind, Elderly and for Disabled Veterans

It was VOTED unanimously under the consent agenda that the Town accept the provisions of [Massachusetts General Laws Chapter 73, Section 4](#) of the Acts of 1986, as amended by Chapter 126 of the Acts of 1988, by providing for additional property tax exemptions for qualified residents who may be blind, elderly, surviving spouses or minors, or who are disabled veterans, and to continue the present percentage increase of 100%.

A MOTION was made and seconded to adopt a “Proposed Consensus Town Meeting Resolution Regarding Westford Joining the State-Sponsored Group Insurance Commission (GIC).” The motion FAILED for lack of majority.

Article 10. Deferral of Betterments and Special Assessments

It was VOTED unanimously that the Town accept the provisions of [Massachusetts General Law Chapter 80 Section 13B](#), which allows for the deferral of Betterments and Special Assessments for elderly property owners. Qualifying factors are the same as the Real Estate Tax Deferral under [Massachusetts General Laws Chapter 59 Section 5 Clause 41A](#). Applicants must enter into a Deferral and Recovery Agreement with the assessing board upon approval by said board. Qualifying factors:

- 1) Age 65 year or older as of July 1
- 2) Meet income requirements as indicated and adopted from the “Circuit Breaker” law.
- 3) Must own and occupy the property.
- 4) Must apply annually.
- 5) Must enter into a Deferral and Recovery Agreement which is recorded once with the Registry of Deeds.
- 6) Applications are due by April 1.
- 7) Upon probate or sale of property, there would be 6 months to pay balance due. If not paid within this time, the interest is treated at the same interest as Tax Title at 16%.

Article 11. Revolving Funds

It was VOTED that the Town vote to re-authorize revolving funds for the Fiscal Year July 1, 2011 - June 30, 2012, under the provisions of [Massachusetts General Laws Chapter 44, Section 53E ½](#) for the following:

Annual Town Meeting Minutes — March 26, 2011

Continued

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses	Expenditure Limits	Year End Balance
Lease of Town Buildings: 65 & 73 Main St 170 Plain Rd	Board of Selectmen	Lease payment and other revenues from leased properties	Costs associated with maintenance, repairs and improvements to the leased properties	\$550,000	Available for expenditure next year
Recycling Revolving	Recycling Commission	Sale of bins	Purchase of recycling supplies	\$20,000	Available for expenditure next year
Recreation Field Maintenance	Recreation Commission	Field user fees/permits	Field maintenance, hiring of necessary personnel and consulting services	\$150,000	Available for expenditure next year
Senior Center Fitness Room	Council on Aging	Fees and gifts received for the Fitness Room	Fitness room maintenance supplies, equipment warranties, training, monitoring and purchase of replacement fitness equipment	\$75,000	Available for expenditure next year
School Parking	School Department	Parking fees	Maintenance and expansion of parking facilities	\$35,000	Available for expenditure next year
School Bus/Transportation	School Department	User bus fees	Student transportation costs	\$537,477	Available for expenditure next year

Annual Town Meeting Minutes — March 26, 2011

Continued

And further

It was VOTED that the Town vote to establish a revolving fund for the Conservation Commission pursuant to [Massachusetts General Laws Chapter 44, Section 53E ½](#) for the specific purposes outlined below for the Fiscal Year July 1, 2011- June 30, 20

A MOTION was made and seconded to delete the school bus transportation / revolving

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses	Expenditure Limits	Year End Balance
East Boston Camps Maintenance	Conservation Commission	Revenue received for the lease, rental or licensing of camp facilities and donations received for the support of the East Boston Camps property	Costs associated for the operation and maintenance of the East Boston Camps property	\$50,000	Available for expenditure next year

account. The motion FAILED for lack of majority.

Articles 3, 4, 9 and 12 were approved under the Consent Agenda.

Article 12. Highway Department Chapter 90 Funds

It was VOTED unanimously under the consent agenda that the Town appropriate any amount received by the Town under the provisions of [Massachusetts General Laws Chapter 90](#) for the purposes of repair, construction, maintenance and preservation of the town roads and bridges and other related costs which qualify under the State Aid to Highways Guidelines adopted by the Massachusetts Highway Authority.

Article 13. Establishment of Other Post Employment Benefits Liability Trust Fund

It was VOTED that the Town accept the provisions of [Massachusetts General Laws Chapter 32B Section 20](#) which establishes an Other Post Employment Benefits Liability Trust Fund

And further

That the town raise and appropriate the sum of \$50,000 to be deposited into said trust fund.

A MOTION was made and seconded to dismiss this article. The motion FAILED for lack of majority.

It was then VOTED to take Article 15 out of order.

Annual Town Meeting Minutes — March 26, 2011

Continued

Article 15. Installation of Elevator at Abbot School

It was VOTED by a counted two-thirds majority (145 in favor, 57 opposed) that the Town appropriate the sum of \$500,000 (FIVE HUNDRED THOUSAND DOLLARS) for the installation of an elevator at the Abbot School including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to [Massachusetts General Laws Chapter 44 Section 7\(3\) and \(3A\)](#) or any other applicable statute.

It was voted by a counted two-thirds majority: 149 in favor, 51 opposed to end debate.

The Selectmen supported the article with 3 in favor, 2 opposed. Finance Committee supported the article with 5 in favor, 2 opposed and 2 absent.

Article 14. Capital Appropriations

It was VOTED by a two-thirds declared majority that the Town transfer the sum of \$767,700.73 (SEVEN HUNDRED SIXTY SEVEN THOUSAND SEVEN HUNDRED DOLLARS AND SEVENTY THREE CENTS) from Capital Stabilization Fund.

And further

That the town transfer the sum of \$146,849.27 (ONE HUNDRED FORTY SIX THOUSAND EIGHT HUNDRED FORTY NINE DOLLARS AND TWENTY SEVEN CENTS) from the following accounts in the following amounts:

Brookside Dam Repair Article 13 ATM May, 2003	\$8,206.49
Police Station Construction Article 14 ATM May, 1997	35,000.00
Town Hall, Police & Fire Parking Lot	29,821.98
Highway Garage Construction Article 12 ATM May, 2001	73,820.80

to provide for the following capital requests:

Annual Town Meeting Minutes—March 26, 2011

Continued

And further

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Selectmen	\$17,000	Upgrades to crosswalks at town center and any other related costs
Technology	\$200,000	Infrastructure & computer plan project and any other related costs
Technology	\$50,000	Upgrade wiring/cabling at various buildings and any other related costs
Police Department	\$75,000	Two cruisers and accessories and any other related costs
Fire Department	\$35,350	Replace Fire Chief's vehicle and any other related costs
Fire Department	\$68,200	Positive pressure diesel exhaust removal systems at Nabnasset and Rogers Fire Stations and any other related costs
Fire Department	\$60,000	Rehab Engine 4 and any other related costs
School Department	\$64,000	Purchase 11 foot multi-purpose tractor and any other related costs
School Department	\$70,000	Installation of Abbot School elevator and any other related costs
Town Manager	\$40,000	Modifications/repairs of various wastewater treatment facilities and any other related costs
Highway	\$125,000	Engineering of Rte 40 retaining wall and culvert at Keyes Brook and any other related costs
Highway	\$25,000	Replace/repair retaining wall at Main & Flagg Streets and any other related costs
Cemeteries	\$10,000	Replace mower and any other related costs
Cemeteries	\$75,000	Purchase of a backhoe/loader and any other related costs

That the town appropriate from Water Enterprise Free Cash the sum of \$195,000 (ONE HUNDRED NINETY FIVE THOUSAND DOLLARS) to provide for the following capital requests:

Annual Town Meeting Minutes — March 26, 2011

Continued

Article 16. Purchase of Street Sweeper for Highway Department

Water Department	\$75,000	Water tank repairs and any other related costs
Water Department	\$80,000	Replace backhoe and any other related costs
Water Department	\$40,000	Replace pick-up truck and any other related costs

It was voted by a two-thirds declared majority that the Town appropriate the sum of \$225,000 (TWO HUNDRED TWENTY FIVE THOUSAND DOLLARS) for the purchase of a street sweeper for the Highway Department including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to [Massachusetts General Laws Chapter 44 Section 7 \(9\)](#) or any other applicable statute.

Article 17. Purchase of Base Radio for Police Department

It was VOTED unanimously that the Town appropriate the sum of \$200,000 (TWO HUNDRED THOUSAND DOLLARS) for the purchase of a base radio for the Police Department including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to [Massachusetts General Laws Chapter 44, Section 7 \(14\)](#) or any other applicable statute.

Article 18. Water Main Extension to 34 Lowell Road

It was VOTED unanimously that the Town appropriate the sum of \$60,000 (SIXTY THOUSAND DOLLARS) from Water Enterprise Free Cash to extend a water main to 34 Lowell Road, such amount to be repaid by the owner of the property at 34 Lowell Road, as a Water Special Assessment in accordance with the provisions of [Massachusetts General Laws, Chapter 40 Sections 42G, 42H, 42I and 42K](#).

Article 19. Easement and Construction of Common Well for Perchlorate Remediation at 93, 95, and 97 Groton Road

It was VOTED unanimously that the Town appropriate the sum of \$80,000 (EIGHTY THOUSAND DOLLARS), for the purpose of constructing a common well at 93, 95 & 97 Groton Road, including the payment of costs incidental and related thereto and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to [Massachusetts General Laws Chapter 44, Section 8\(3\)](#), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Town is hereby authorized to accept funding through a loan program of the Massachusetts Water Pollution Abatement Trust, and that, the Board of Selectmen is hereby authorized to acquire by gift, purchase, or eminent domain certain rights in fee or by easement on properties located at 97 Groton Road (Map 35 Parcel 104), 95 Groton Road (Map 34 Parcel 25-5) and 93 Groton Road (Map 34 Parcel 25-3) for the purpose of obtaining secure permanent or temporary water easements, for the construction and maintenance of a common well service from an existing well at 93 Groton Road to residences at 95 Groton Road and 97 Groton Road.

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Article 20. Funding Authorization for Minot's Corner - Non-Participating Costs

The following MOTION was made and seconded but FAILED for lack of a two-thirds majority by counted vote with 69 in favor and 72 opposed.

That the Town appropriate the sum of \$625,000 (SIX HUNDRED TWENTY FIVE THOUSAND DOLLARS) for the purpose of funding non-participating costs of construction at Minot's Corner, including costs incidental and related thereto; and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to [Massachusetts General Laws Chapter 44 Section 7 \(5\)](#) or any other applicable statute.

And further:

That the Town authorize the Board of Selectmen to acquire by gift, purchase or eminent domain any necessary rights on properties for the purpose of obtaining secure permanent or temporary easements,

And further

To authorize the Board of Selectmen to assess betterments for the total costs to the Town of making said improvements.

At 5:40 pm, it was VOTED to TABLE discussion under Article 21 until the adjourned session of town meeting, Monday, March 28th at 7:00pm.

* * *

Adjourned Annual Town Meeting **Monday, March 28, 2011**

Ellen Harde, Town Moderator called the meeting to order at 7:00 pm.

Article 21. Establish Stabilization Fund for Nashoba Valley Technical High School

It was VOTED following Article 28 that the Town approve the Nashoba Valley Technical School District Committee's vote on December 14, 2010 to establish a Stabilization Fund, pursuant to [Massachusetts General Laws Chapter 71 Section 16G½ of](#), said Stabilization Fund to be invested and to retain its own interest earnings as provided by law and further set up an operational line item to be created to transfer available monies into said Stabilization Fund or take any other action relative thereto.

Article 22. Community Preservation Committee Recommendations

It was VOTED that the Town, pursuant to [Massachusetts General Laws, Chapter 44B](#), in accordance with the recommendations of the Westford Community Preservation Committee, appropriate from Community Preservation Funds the sum of

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\$1,141,951.00 (ONE MILLION ONE HUNDRED FORTY ONE THOUSAND NINE HUNDRED FIFTY ONE DOLLARS) as follows:

It was VOTED to DELETE from the motion \$25,000 from the Community Housing

\$200,276	From Undesignated Fund Balance To the Community Housing Reserve This allocation more than covers the required 10% for Community Housing	Community Housing Reserve
\$28,000	From Undesignated Fund Balance To restore or replace a portion of the roof at the Roudenbush Community Center and any other related costs.	Town Manager's Office
\$20,000	From Undesignated Fund Balance To restore or replace the Historical Museum roof located at 2 Boston Road and any other related costs.	Town Manager's Office
\$15,000	From Undesignated Fund Balance To conduct a structural, historical, and engineering review of the granite retaining wall along North Main Street and any other related costs.	Town Manager's Office
\$216,825	From Undesignated Fund Balance To replace the windows at the building located at 35 Town Farm Road and any other related costs.	Town Manager's Office
\$21,850	From Undesignated Fund Balance For the refurbishment of the final six Greek Revival style windows in the J.V. Fletcher Library and any other related costs.	Board of Library Trustees
\$250,000	From Undesignated Fund Balance To supplement the construction of two synthetic turf fields at Nutting Road and any other related costs.	Parks & Recreation Commission
\$190,000	From Undesignated Fund Balance To the Conservation Trust Fund for future land purchases and any other related costs.	Conservation Commission
\$200,000	From Community Housing Reserve To the Affordable Housing Trust for the creation, preservation, support, rehabilitation or restoration of affordable housing and any other related costs.	Affordable Housing Trustees

Reserve to Habitat for Humanity of Greater Lowell for an initial funding request to conduct engineering, testing, and planning studies for the Sawmill Road town owned land to determine the feasibility for the lot to build affordable housing and any other related costs.

Article 23. Chapter 1 Penalties for Violating Bylaws and Regulations

It was VOTED that the Town amend Chapter 1 the Westford General Bylaws relating to Penalties for Violating Bylaws and Regulations by deleting the current text in its entirety and replacing it with the following text:

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Sec. 1.1. Violations

Any bylaw of the Town of Westford, or rule or regulation of its boards, commissions, and committees, the violation of which is subject to a specific penalty, may, in the discretion of the Town Official who is the appropriate enforcing person, be enforced in the method provided in Section 21D of Chapter 40 of the General Laws.

Sec. 1.2. Enforcement

- A. “Enforcing person” shall mean the Board of Selectmen or any Police Officer of the Town of Westford, with respect to any offense; and the following boards and officials or any authorized agent for each of the boards or officials listed, each with respect to violation of bylaws and rules and regulations within their jurisdictions:

Animal Control Officer
Board of Health
Building Commissioner
Bylaw Enforcement Officer
Conservation Commission
Conservation/Resource Planner
Fire Chief
Highway Superintendent
Planning Board
Plumbing Inspector
Water Department Superintendent

- B. If more than one official has jurisdiction in a given case, any such official may be an enforcing person with respect thereto. The Town Manager shall compile a detailed statement of the actual jurisdictions assigned to the appropriate enforcing person. The statement shall be filed with the Selectmen and available for inspection.

Sec. 1.3. Penalties

- A. When enforced through this noncriminal disposition procedure, the penalty for violation of any Town bylaw, rule, or regulation, unless otherwise specified therein, shall be as follows:

First offense:	\$100
Second offense:	\$200
Third offense:	\$300
Fourth and subsequent offenses:	\$300

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- B. Each day upon which a violation exists shall be deemed to be a separate offense.

Article 24. Proposed Changes to Town Meetings – Chapter 51.1 C2 Bylaw – To Reduce Printing & Distribution Costs

It was VOTED to Withdraw the motion and then to DISMISS Article 24.

Article 25. Proposed Changes to Town Meetings – Chapter 51.1 C2-Bylaw – To Reduce Printing & Distributing Costs

It was VOTED to DISMISS Article 25.

Article 26. Finance Committee – Chapter 22.6 A6 – To Reduce Printing & Distribution Costs

It was VOTED to DISMISS Article 26.

Article 27. Proposed Changes to Chapter 169 – Water Bylaw

It was VOTED unanimously to amend Chapter 169.1 and 169.2 of the General By-laws by to:

§ 169.1. Election of Water Commissioners; authority.

The Water Department shall be administered by a Board of 3 Water Commissioners appointed by the Town Manager*. The Water Commissioners shall have exclusive charge and control of the Water Department and water system subject to the provisions of the Massachusetts General Laws and subject to these bylaws, as amended, **and subject to the Town Manager's authority as defined in the Town Charter.**

§ 169.2. Appointment of Water Department Superintendent.

The Water Commissioners shall appoint a Superintendent of the Water Department to administer the Water Department under their control. **, subject to ratification by the Town Manager pursuant to the Town Charter.** The appointment shall be for the term of 1 year, but the person may be re-appointed for additional 1-year terms.

** In accordance with Chapter 480 section 10 of the Acts of 1989, "An Act Establishing a Board of Selectmen-Town Manager Form of Administration in the Town of Westford."*

A MOTION was made and seconded to add the words "and/or dismiss" after "The Water Commissioners shall appoint..." The motion FAILED for lack of majority.

Article 28. Acceptance of Mass General Laws Chapter 32B Section 18A - Mandatory Transfer of Retirees to Medicare Health Supplemental Plan

It was VOTED unanimously to accept the provisions of [Massachusetts General Laws Chapter 32B Section 18A](#):

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Section 18A:

In a governmental unit that has accepted section 10 and that accepts this section, all retirees, their spouses and dependents insured or eligible to be insured under this chapter, if enrolled in Medicare Part A at no cost to the retiree, spouse or dependents or eligible for coverage thereunder at no cost to the retiree, spouse or dependents, shall be required to transfer to a Medicare extension plan offered by the governmental unit under section 11C or section 16, provided, that the benefits under the plan and Medicare Part A and Part B together shall be of comparable actuarial value to those under the retiree's existing coverage; provided, however, that a retiree or spouse who has a dependent who is not enrolled or eligible to be enrolled in Medicare Part A at no cost shall not be required to transfer to a Medicare extension plan if a transfer requires the retiree or spouse to continue the existing family coverage for the dependent in a plan other than a Medicare extension plan offered by the governmental unit. Each retiree shall provide the governmental unit, in such form as the governmental unit shall prescribe, such information as is necessary to transfer to a Medicare extension plan. If a retiree does not submit the information required, he shall no longer be eligible for his existing health coverage. The governmental unit may from time to time request from a retiree, a retiree's spouse or a retiree's dependent, proof, certified by the federal government, of eligibility or ineligibility for Medicare Part A and Part B coverage. The governmental unit shall pay any Medicare Part B premium penalty assessed by the federal government on the retiree, spouse or dependent as a result of enrollment in Medicare Part B at the time of transfer. For the purpose of this paragraph, "retiree" shall mean a person who retires after the acceptance of this section by a governmental unit.

A retiree who retires prior to the acceptance of this section by a governmental unit, his spouse and dependent shall continue to be eligible for benefits provided under this chapter, but may opt to transfer to a Medicare extension plan offered by the governmental unit under section 11C or section 16, thereby becoming ineligible to participate in any other group health insurance benefits available to active employees under this chapter.

This section shall take effect in a county, except Worcester county, city, town or district upon its acceptance in the following manner: In a county, by vote of the county commissioners; in a city having a Plan D or Plan E charter, by a majority vote of its city council; in any other city, by vote of its city council and approval by the mayor; in a district, except as hereinafter provided, by vote of the registered voters of the district at a district meeting; in a regional school district, by vote of the regional district school committee; and in a town, either by vote of the town at a town meeting or, by a majority of affirmative votes cast in answer to the following question which shall be printed upon the official ballot to be used at an election of said town - "Shall the town require that all retirees, who retire after the acceptance of this section, their spouses and dependents who are enrolled in Medicare Part A at no cost to a retiree, their spouse or dependents, or eligible for coverage thereunder at no cost to a retiree, his spouse or dependents, be required to enroll in a Medicare health benefits supplement plan offered by the town?"

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Article 29. Section 5.3 Signs – Replace Section 5.3 Signs With New Organization

It was VOTED unanimously that the Town vote to delete Chapter 173 section 5.3 of the Westford Zoning Bylaw in its entirety and replace it with the following:

5.3 SIGNS

5.3.1 Purpose.

5.3.2 Applicability. No sign shall hereafter be erected or maintained except as provided by this Section and after a permit has been issued by the Board of Selectmen. All signs erected hereunder shall be erected in the exact location and manner described in the permit. The permit number shall be clearly visible on the sign.

5.3.3 Exemptions. No permit is required for the following types of signs:

1. A sign in a Residential A or Residential B District erected in accordance with the provisions of Section 5.3.7 herein.
2. Any sign legally erected before the date of the Town Meeting approving this Section shall be exempt from the requirements herein. The exemption herein granted shall terminate with respect to any sign which:
 - a. shall have been abandoned;
 - b. advertises or calls attention to any products, businesses or activities which are no longer carried on or sold, whether generally or at the particular premises;
 - c. shall not have been repaired or properly maintained within 60 days after notice to that effect has been given by the Building Commissioner; or
 - d. has been rebuilt or relocated without a permit hereunder subsequent to the date of the Town Meeting approval.
3. Any sign erected or required by the Town or by the Commonwealth of Massachusetts or by the United States, or any subdivision or agency thereof, or for any sign intended solely for the protection of life or property.
4. Temporary sign which does not exceed 12 square feet in area and which advertises the sale of services or products, which shall be allowed for a period not to exceed 14 days.

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5.3.4 Definitions. See Section 10.2 of the Zoning Bylaw.

5.3.5 Signs Allowed in Business (B), Commercial Highway (CH) and Business, Limited (BL) Zoning Districts. The following signs are allowed in the Business and Commercial Districts with a permit:

1. No sign shall be allowed other than 1 wall sign, individual letter sign, roof sign or projecting sign affixed to a building for each store, except as provided in subsection 3, below, or as otherwise allowed in this section. No sign shall project above the highest line of the roof or building; provided, however, that if the sign is attached to a wall having a parapet extending above the highest line of such roof, then the sign may reach but may not project above the top of the parapet wall. A wall sign, individual letter sign or roof sign shall not exceed 6 feet overall in height. A wall sign or individual letter sign on the exterior wall of the first floor of a building shall not exceed an area of 1.5 square feet of each linear foot of the front store wall. No such sign shall exceed 40 feet overall in width or extend beyond the full width of the front store wall. The length of signs of stores occupying other than the first floor of a building shall not exceed 6 feet.
2. Projecting signs shall not project more than 6 feet and shall not contain more than 24 square feet of exposed area.
3. There shall be no more than 1 exterior sign for each business unit, except that if the business unit has a direct entrance into the store in a wall other than the storefront, there may be a secondary sign affixed to such wall, and if the store has a wall other than the storefront that faces upon a street or parking area, there may be a secondary sign affixed to such wall, whether or not such wall contains an entrance to the store; provided, however, that no store shall have more than 2 secondary signs in any event. The exposed area of each of the secondary signs shall not exceed 6 square feet. In addition to the foregoing sign or signs, there may be 1 directory of the occupants or tenants of the building affixed to the exterior wall of the building at each entrance to the building or free-standing elsewhere on the premises. Such directory shall not exceed an area determined on the basis of 2 square feet for each occupant or tenant of the building.

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4. Any business may divide the 1 exterior sign affixed to the front wall of the building, to which it is entitled or hereinabove provided, into separate signs affixed to and parallel to such wall and indicating the separate operations or departments of the business; provided, however, that the total of the width of the separate signs shall not exceed the maximum width allowed under this Bylaw for a single exterior sign on such wall.
5. The Board of Selectmen may allow a single freestanding pole sign, provided that such sign shall not exceed an area of one-half the maximum area of the wall sign, individual letter sign or roof sign allowed for the applicant's store or business under Subsection 5.3.5.1 of this section nor 15 feet in overall height, if, in its discretion, unusual circumstances such as landscaping, land contours, building setback or building design preclude effective use of otherwise allowed signs.
6. Where a building contains more than 1 business or store where a building is a commercial multi-tenant structure, the Board of Selectmen may allow 1 single freestanding pole sign for such building or multi-tenant structure if, in the discretion of the Board of Selectmen, unusual circumstances such as landscaping, land contours, building setback or building design preclude effective use of otherwise allowed signs. If this provision is used, then Subsection 5.3.5.5, above, shall not apply.

Such sign shall not exceed an area of one-half the maximum area of the wall sign, individual letter sign or roof sign allowed for the applicant's building under subsection 1 of this section nor 15 feet in overall height.

In addition to the foregoing sign and in the discretion of the Board of Selectmen, there may be 1 directory of the occupants or tenants of the building integrated into and attached to the allowed freestanding pole sign, not to exceed an area determined on the basis of 2 square feet for each occupant or tenant of the building. The directory shall not cause the freestanding pole sign to exceed 15 feet in overall height.

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7. The standard type of gasoline pump bearing thereon in unusual size and form the name and type of gasoline and the price thereof shall not be deemed to be a sign under this By-law.
8. During construction of a new building, a freestanding pole or ground sign may be erected upon the premises to identify the building, the owner, the contractor, the architect or the engineers as well as advertise the rental, sale or lease of the premises, provided that such a sign shall not exceed 32 square feet in area or 10 feet in width or height. Each sign shall be removed within 7 days of issuance of an occupancy permit. If such a sign permit is sought and approved, then no such sign as described in Section 5.3.5.9 below shall be allowed.
9. If no permit for a sign is sought under Subsection 5.3.5.8, above, then 1 wall sign, freestanding pole or ground sign or temporary sign not exceeding 12 square feet in area, advertising the rental, lease or sale of the premises, is allowed without a permit; provided, however, that such a sign shall be removed within 7 days of the rental, lease or sale of the premises.
10. Freestanding pole signs allowed under Subsection 5.3.5.5 of this section shall be set back at least 20 feet extending back from the front lot line and at least 20 feet extending inward from the side lot lines.

5.3.6 Signs Allowed in Industrial Highway (IH), Industrial A (IA), Industrial B (IB), Industrial C (IC) and Industrial D (ID) Zoning Districts. The following signs are allowed in the Industrial Districts with a permit:

1. All signs allowed under Section 5.3.5 shall be allowed in an industrial district, subject to all the provisions and restrictions set forth therein; provided, however, that in any industrial district the sign shall not exceed 32 square feet.
2. A projecting sign shall not project more than 6 feet and shall not have an exposed area of more than 4 square feet. One projecting sign shall be allowed per doorway.

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3. Freestanding pole signs allowed under this Section shall be set back at least 30 feet extending back from the front lot line and at least 35 feet extending inward from the side lot lines.

5.3.7 Signs Allowed in Residential A (RA) and Residential B (RB) Zoning Districts. The following signs are allowed in the Residential Districts without a permit:

1. One wall sign or freestanding pole or ground sign which does not exceed 2 square feet in area, having the name of the occupant or designation of any authorized occupation allowed in the district, or both, shall be allowed.
2. One wall sign, freestanding pole or ground sign or temporary sign which does not exceed 6 square feet in area, advertising the rental, lease or sale of the premises, shall be allowed; provided, however, that such sign shall be removed within 7 days of the rental, lease or sale of the premises.
3. Temporary signs not exceeding 6 square feet in area may be erected to warn against contagious diseases, to warn against danger or to ensure silence where serious illness exists.

5.3.8 General Standards.

1. Electric Signs.
 - a. Electric signs are not allowed within RA or RB Districts.
 - b. No red or green or other colored lights shall be used on any sign if, in the opinion of the Board of Selectmen, such light would create a driving hazard.
 - c. No sign may be illuminated more than 30 minutes after closing of any store or business or 30 minutes after working hours in an industrial building, except signs identifying public buildings; provided however, that the Selectmen, in granting a permit, may, for good cause shown, extend the time during which a sign may be illuminated.
2. Moving Signs. The following signs are prohibited:
 - a. swinging signs
 - b. flashing signs

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- c. revolving signs
 - d. signs consisting of pennants, ribbons, streamers, spinners, strings of light bulbs, revolving beacons
 - e. searchlights
 - f. animated signs
 - g. signs illuminated to create the illusion of motion.
- 3. No sign shall be erected so as to obstruct any fire escape, window, door, or other opening or so as to prevent free passage from one part of a roof to any other part thereof.
 - 4. No sign shall be attached in any manner to a fire escape or shall be placed to interfere with an opening which is required for ventilation.
 - 5. No exposed, uninsulated parts of an electrical sign shall be allowed.
 - 6. No sign shall be erected that shall in any way create a traffic hazard nor in any way obscure or confuse traffic control.
 - 7. No sign or sign structure shall project or extend over a public way, including sidewalks.
 - 8. Letters, figures, characters or representations in cutout or irregular form, maintained in conjunction with, attached to or superimposed upon any sign, shall be safely and securely built or attached to the sign structure.
 - 9. Signs shall be designed, constructed and erected in accordance with this Zoning Bylaw and the State Building Code.
 - 10. No sign shall be posted on or attached to utility poles, trees nor attached to any parapet.
 - 11. Maintenance. Every sign shall be maintained by the owner in a clean, sanitary condition and in good repair. In addition, every freestanding pole or ground sign shall be kept free and clear of all obnoxious substances, rubbish and weeds.

5.3.9 Permit Procedures.

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1. *Application.* Application for a sign permit shall be made in writing upon forms furnished by the Board of Selectmen. Such application shall contain the location by street number of the proposed sign, the name and address of the owner of the sign, the name and address of the sign contractor or erector, if any, and a scale drawing showing the construction, the method of installation or support, colors, dimensions, and position of the sign, method of illumination and such other relevant information as may be requested.
2. *Fee.* A sign permit fee shall be paid to the town for each permit in accordance with the schedule established by the Board of Selectmen.
3. *Inspection.* The Building Commissioner shall inspect every sign within 30 days after it is erected and shall report to the Board of Selectmen that said sign has been erected properly and in accordance with the provisions of this Section and any other applicable law.
4. *Constructive Grant.* If no sign permit has been denied within 60 days after application therefor has been made, it shall be deemed to be approved.
5. *Lapse.* A sign permit shall become null and void if the work for which the permit was issued has not been completed within a period of 6 months from the date of the permit; provided, however, that the Board of Selectmen may, in its discretion, issue extensions covering a period not to exceed 1 year from the date of issue of the original permit. The applicant shall notify the Building Commissioner of completion of work under a permit within 10 days of completion.
6. *Special Permit.* Notwithstanding the provisions set forth in this Section 5.3, the Planning Board may authorize larger signs or a greater number of signs by the grant of a special permit, where such relief is not detrimental to the neighborhood or the town.
7. *Nonprofit Organizations.* The Board of Selectmen may waive any requirement or regulation pertaining to any sign for any nonprofit organization which it deems will not be detrimental to the neighborhood.

5.3.10 Enforcement. See section 9.1.3 of the Zoning Bylaw.

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Article 30. Amend Chapter 173, Section 5.3 Signs – Purpose, Permit Granting Authority, Temporary Signs and LED Signs

It was VOTED unanimously to DISMISS Article 30.

Article 31. Combined Amendments to Chapter 173, Section 5.3 Signs of the Zoning Bylaw Including Reorganization, Purpose, Permit Granting Authority, Temporary Signs, and LED Signs

It was VOTED by a two-thirds declared majority to amend Chapter 173 section 5.3 of the Westford Zoning Bylaw to further amend the reorganized bylaw (if Article 29 is approved) with additional revisions shown in ~~striketrough~~ for deletions, and additions are in **bold underline**. The reorganized bylaw (if Article 29 is approved) is shown in normal text.

5.3 SIGNS

5.3.1 Purpose. **To regulate the quantity, location, sizes and appearance of signs.**

5.3.2 Applicability. No sign shall hereafter be erected or maintained except as provided by this Section and after a permit has been issued by the ~~Board of Selectmen~~ **appropriate permit granting authority**. All signs erected hereunder shall be erected in the exact location and manner described in the permit. The permit number shall be clearly visible on the sign.

Exemptions. No permit is required for the following types of signs:

1. A sign in a Residential A or Residential B District erected in accordance with the provisions of Section 5.3.7 herein.
2. Any sign legally erected before the date of the Town ~~meeting~~ **Meeting** approving this Section shall be exempt from the requirements herein. The exemption herein granted shall terminate with respect to any sign which:
 - a. shall have been abandoned;
 - b. advertises or calls attention to any products, businesses or activities which are no longer carried on or sold, whether generally or at the particular premises;
 - c. shall not have been repaired or properly maintained within 60 days after notice to that effect has been given by the Building Commissioner; or
 - d. has been rebuilt or relocated without a permit hereunder subsequent to the date of the Town Meeting approval.

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3. Any sign erected or required by the Town or by the Commonwealth of Massachusetts or by the United States, or any subdivision or agency thereof, or for any sign intended solely for the protection of life or property.
 4. Temporary sign which does not exceed 12 square feet in area and which advertises the sale of services or products, which shall be allowed for a period not to exceed 14 days. **per quarter of the calendar year. Such quarter is defined as the periods from January 1st to March 31th, from April 1st to June 30th, from July 1st to September 30th and from October 1st until December 31st. There shall be at least fourteen (14) days between the display of temporary signs.**
- 5.3.4 Definitions. See Section 10.2 of the Zoning Bylaw.
- 5.3.5 Signs Allowed in Business (B), Commercial Highway (CH) and Business, Limited (BL) Zoning Districts. The following signs are allowed in the Business and Commercial Districts with a permit:
1. No sign shall be allowed other than 1 wall sign, individual letter sign, roof sign or projecting sign affixed to a building for each store, except as provided in subsection 3, below, or as otherwise allowed in this section. No sign shall project above the highest line of the roof or building; provided, however, that if the sign is attached to a wall having a parapet extending above the highest line of such roof, then the sign may reach but may not project above the top of the parapet wall. A wall sign, individual letter sign or roof sign shall not exceed 6 feet overall in height. A wall sign or individual letter sign on the exterior wall of the first floor of a building shall not exceed an area of 1.5 square feet of each linear foot of the front store wall. No such sign shall exceed 40 feet overall in width or extend beyond the full width of the front store wall. The length of signs of stores occupying other than the first floor of a building shall not exceed 6 feet.
 2. Projecting signs shall not project more than 6 feet and shall not contain more than 24 square feet of exposed area.

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3. There shall be no more than 1 exterior sign for each business unit, except that if the business unit has a direct entrance into the store in a wall other than the storefront, there may be a secondary sign affixed to such wall, and if the store has a wall other than the storefront that faces upon a street or parking area, there may be a secondary sign affixed to such wall, whether or not such wall contains an entrance to the store; provided, however, that no store shall have more than 2 secondary signs in any event. The exposed area of each of the secondary signs shall not exceed 6 square feet. In addition to the foregoing sign or signs, there may be 1 directory of the occupants or tenants of the building affixed to the exterior wall of the building at each entrance to the building or freestanding elsewhere on the premises. Such directory shall not exceed an area determined on the basis of 2 square feet for each occupant or tenant of the building.
4. Any business may divide the 1 exterior sign affixed to the front wall of the building, to which it is entitled or hereinabove provided, into separate signs affixed to and parallel to such wall and indicating the separate operations or departments of the business **if the permit granting authority determines that the business includes separate operations or departments**; provided, however, that the total of the width of the separate signs shall not exceed the maximum width allowed under this Bylaw for a single exterior sign on such wall.
5. The ~~Board of Selectmen~~ **permit granting authority** may allow a single freestanding pole **or ground** sign, provided that such sign shall not exceed an area of one-half the maximum area of the wall sign, individual letter sign or roof sign allowed for the applicant's store or business under Subsection 5.3.5.1 of this section nor 15 feet in overall height, if, in ~~its~~ **the permit granting authority's** discretion, unusual circumstances such as landscaping, land contours, building setback or building design preclude effective use of otherwise allowed signs.

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6. Where a building contains more than one (1) business or store where a building is a commercial multi-tenant structure, and the permit granting authority determines that the building is a commercial multi-tenant structure with more than one business or store, the permit granting authority Board of Selectmen may permit one (1) single freestanding pole sign for such building or multi tenant structure if, in the discretion of the permit granting authority, unusual circumstances such as landscaping, land contours, building setback or building design preclude effective use of otherwise permitted signs. If this provision is used, then Subsection 5.3.9.5, above, shall not be available apply.

Such sign shall not exceed an area of one-half (1/2) the maximum area of the wall sign, individual letter sign or roof sign permitted for the applicant's building under subsection 1 of this section nor fifteen feet in overall height. if, in the discretion of the Board of Selectmen, usual circumstances such as landscaping, land contours, building setback or building design preclude effective use of otherwise permitted signs.

In addition to the foregoing sign and in the discretion of the permit granting authority Board of Selectmen, there may be one (1) directory of the occupants or tenants of the building integrated into and attached to the permitted freestanding pole sign, not to exceed an area determined on the basis of two (2) square feet for each occupant or tenant of the building. The directory shall not cause the freestanding pole sign to exceed fifteen (15) feet in overall height.

7. The standard type of gasoline pump bearing thereon in ~~unusual~~ size and form the name and type of gasoline and the price thereof shall not be deemed to be a sign under this Bylaw.
8. During construction of a new building, a freestanding pole or ground sign may be erected upon the premises to identify the building, the owner, the contractor, the architect or the engineers as well as advertise the rental, sale or lease of the premises, provided that such a sign shall not exceed 32 square feet in area or 10 feet in width or height. Each sign shall be removed within 7 days of issuance of an occupancy permit. If such a sign permit is sought and approved, then no such sign as described in Section 5.3.5.9 below shall be allowed.

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9. If no permit for a sign is sought under Subsection 5.3.5.8, above, then 1 wall sign, freestanding pole or ground sign or temporary sign not exceeding 12 square feet in area, advertising the rental, lease or sale of the premises, is allowed without a permit; provided, however, that such a sign shall be removed within 7 days of the rental, lease or sale of the premises.
 10. Freestanding pole signs allowed under Subsection 5.3.5.5 of this section shall be set back at least 20 feet extending back from the front lot line and at least 20 feet extending inward from the side lot lines.
- 5.3.6 Signs Allowed in Industrial Highway (IH), Industrial A (IA), Industrial B (IB), Industrial C (IC) and Industrial D (ID) Zoning Districts. The following signs are allowed in the Industrial Districts with a permit:
1. All signs allowed under Section 5.3.5 shall be allowed in an industrial district, subject to all the provisions and restrictions set forth therein; provided, however, that in any industrial district the sign shall not exceed 32 square feet.
 2. Projecting sign shall not project more than 6 feet and shall not have an exposed area of more than 4 square feet. One projecting sign shall be allowed per doorway.
 3. Freestanding pole signs allowed under this Section shall be set back at least 30 feet extending back from the front lot line and at least 35 feet extending inward from the side lot lines.
- 5.3.7 Signs Allowed in Residential A (RA) and Residential B (RB) Zoning Districts. The following signs are allowed in the Residential Districts without a permit:
1. One wall sign or freestanding pole or ground sign which does not exceed 2 square feet in area, having the name of the occupant or designation of any authorized occupation allowed in the district, or both, shall be allowed.
 2. One wall sign, freestanding pole or ground sign or temporary sign which does not exceed 6 square feet in area, advertising the rental, lease or sale of the premises, shall be allowed; provided, however, that such sign shall be removed within 7 days of the rental, lease or sale of the premises.

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3. Temporary signs not exceeding 6 square feet in area may be erected to warn against contagious diseases, to warn against danger or to ensure silence where serious illness exists.

5.3.8 General Standards.

1. Electric Signs.

- a. Electric signs are not allowed within RA or RB Districts.
- b. No red or green or other colored lights shall be used on any sign if, in the opinion of the ~~Board of Selectmen~~ **permit granting authority**, such light would create a driving hazard.
- c. No sign may be illuminated more than 30 minutes after closing of any store or business or 30 minutes after working hours in an industrial building, except signs identifying public buildings; provided however, that the ~~Selectmen~~ **permit granting authority** in granting a permit, may, for good cause shown, extend the time during which a sign may be illuminated.

d. No sign shall use exposed Light Emitting Diodes (LEDs) for direct illumination. LEDs may be used for internal illumination of backlit signs

2. Moving Signs. The following signs are prohibited:

- a. swinging signs
- b. flashing signs
- c. revolving signs
- d. signs consisting of pennants, ribbons, streamers, spinners, strings of light bulbs, revolving beacons
- e. searchlights
- f. animated signs
- g. signs illuminated to create the illusion of motion.

3. No sign shall be erected so as to obstruct any fire escape, window, door, or other opening or so as to prevent free passage from one part of a roof to any other part thereof.

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4. No sign shall be attached in any manner to a fire escape or shall be placed to interfere with an opening which is required for ventilation.
5. No exposed, uninsulated parts of an electrical sign shall be allowed.
6. No sign shall be erected that shall in any way create a traffic hazard nor in any way obscure or confuse traffic control.
7. No sign or sign structure shall project or extend over a public way, including sidewalks.
8. Letters, figures, characters or representations in cutout or irregular form, maintained in conjunction with, attached to or superimposed upon any sign, shall be safely and securely built or attached to the sign structure.
9. Signs shall be designed, constructed and erected in accordance with this Zoning Bylaw and the State Building Code.
10. No sign shall be posted on or attached to utility poles, trees nor attached to any parapet.
11. Maintenance. Every sign shall be maintained by the owner in a clean, sanitary condition and in good repair. In addition, every freestanding pole or ground sign shall be kept free and clear of all obnoxious substances, rubbish and weeds.

5.3.9 Permit Procedures.

1. *Application.* Application for a sign permit shall be made in writing upon forms furnished by the ~~Board of Selectmen~~ **Building Department**. Such application shall contain the location by street number of the proposed sign, the name and address of the owner of the sign, the name and address of the sign contractor or erector, if any, and a scale drawing showing the construction, the method of installation or support, colors, dimensions, and position of the sign, method of illumination and such other relevant information as may be requested.
2. *Fee.* A sign permit fee shall be paid to the town for each permit in accordance with the schedule established by the **Building Department** ~~Board of Selectmen~~.

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- 3. *Reviewing Authority.* When a sign permit is proposed within a project that is subject to site plan review by the Planning Board, the Planning Board shall be the permit granting authority for the sign permit and shall process the site plan review application and the sign permit application concurrently to the maximum extent practicable. When a sign permit is proposed within a Comprehensive Permit project that is subject to review by the Board of Appeals, the Board of Appeals shall be the permit granting authority for the sign permit(s) and shall process the Comprehensive Permit application and the sign permit application concurrently to the maximum extent practicable. For all other sign permits required by this Bvlaw, the Board of Selectmen shall be the permit granting authority.**
- 4. *Inspection.*** ~~3.~~ The Building Commissioner shall inspect every sign within 30 days after it is erected and shall report to the ~~Board of Selectmen~~ **permit granting authority** that said sign has been erected properly and in accordance with the provisions of this Section and any other applicable law.
- 5. *Constructive Grant.*** ~~4.~~ If no sign permit has been denied within 60 days after application therefor has been made, it shall be deemed to be approved.
- 6. *Lapse.*** ~~5.~~ A sign permit shall become null and void if the work for which the permit was issued has not been completed within a period of 6 months from the date of the permit; provided, however, that the ~~Board of Selectmen~~ **permit granting authority** may, in its discretion, issue extensions covering a period not to exceed 1 year from the date of issue of the original permit. The applicant shall notify the Building Commissioner of completion of work under a permit within 10 days of completion.
- 7. *Special Permit.*** ~~6.~~ Notwithstanding the provisions set forth in this Section 5.3, the Planning Board may authorize larger signs or a greater number of signs by the grant of a special permit, where such relief is not detrimental to the neighborhood or the town.

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8. 7. Nonprofit Organizations. The ~~Board of Selectmen~~ **per-**
mit granting authority may waive any requirement or
regulation pertaining to any sign for any nonprofit organ-
ization which it deems will not be detrimental to the
neighborhood.

5.3.10 Enforcement. See section 9.1.3 of the Zoning Bylaw.

A MOTION was made and seconded to amend 5.3.5.5 by eliminating the words “or ground”. The motion FAILED for lack of majority.

A MOTION was made and seconded to amend 5.3.9.3 to name the Planning Board as the sole sign permit granting authority regardless of the type of permit being sought. The motion FAILED for lack of majority.

Article 32. Amend Ch. 173, Sections 2.1.1, 3.6 & 4.1 and Amend Official Zoning Map – Rt. 110 Minot’s Corner Overlay District

It was VOTED by a two-thirds declared majority that the Town amend the Official Zoning Map and amend Chapter 173 sections 2.1.1, 3.6 and 4.1 of the Westford Zoning Bylaw to: (added words are shown in **bold**). Only subsections that have proposed changes are included below. Subsections not listed below do not have changes proposed.

Add to 2.1.1:

Route 110 Minot’s Corner Overlay District R110MCOD

Add to 3.6:

3.6.10. Public Acquisition creates nonconforming situation.

1. **If, as a result of public acquisition, any building, structure, lot, parking space, loading bay, sign, landscaping or other dimensional factor no longer complies with this Bylaw, it shall be deemed to be lawfully preexisting, nonconforming and entitled to the treatment afforded by this article provided it was in compliance at the time of the public acquisition.**
2. **Exemption for Route 110 Minot’s Corner Overlay District.**
 - a. **Applicability and Purpose.**
A set of properties along Route 110 will be affected by right of way acquisition from the Minot’s Corner inter-section redesign in or after 2011. This section is intended to preserve the development opportunities of these lots. These lots are designated as the Route 110 Minot’s Corner Overlay District (R110MCOD).

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b. Dimensional Relief Provisions.

If, as a result of public acquisition, any building, structure, lot, parking space, loading bay, sign, landscaping or other dimensional factor within the R110MCOD, no longer complies with the dimensional provision(s) of this Bylaw, (i) it shall be deemed to conform to such dimensional provision(s) to the degree provided that, at the time of public acquisition or taking, such property conformed or had been authorized by a dimensional variance; or (ii) it shall be deemed to continue to be lawfully preexisting nonconforming provided that it was lawfully preexisting nonconforming at the time of prior to the public acquisition or taking.

c. Affirmative Finding.

Before this exemption takes effect for any property in the R110MCOD, the property owner or authorized representative shall submit to the Building Commissioner an affirmative finding of conformance, or a finding that it meets the provisions of Section 3.6.10.2.b for the property. The Building Commissioner may accept or reject said finding of conformance, provided that any rejection shall be in writing, shall occur within 30 days of submittal and shall include specific reason(s) for such rejection. The Building Commissioner's determination shall be appealable to the Board of Appeals. Upon acceptance by the Building Commissioner or, in the alternative, a vote by the Board to accept said affirmative finding, it shall be recorded with the Town Clerk.

d. Effective Date.

The date such affirmative finding is recorded with the Town Clerk is the date from which the legally conforming status shall apply.

Add the following subsection to 4.1:

4.1.4. Reduction of Lot. No lot shall be changed in size or shape so that the height, area, yard or off-street parking and loading requirements prescribed by this Bylaw are no longer satisfied. This provision shall not apply where a lot is reduced by public acquisition.

And further to amend the official zoning map to include the new Overlay District, R110MCOD defined on the map titled Littleton Road (Route 110) Minot's Corner Overlay District created in January 2011:

Continued



DISCLAIMER:
In maintaining the GC Data, the State of Wisconsin has made every effort to ensure the accuracy, currency and timeliness of the information however, errors can occur. It is expressly understood and agreed that in providing this information, the State of Wisconsin, its officials, agents, servants and employees does not warrant or guarantee the information it has provided. No person or entity that is in receipt of this information for any device or computer system, in any manner and for any purpose, shall be liable, in any way, to the State of Wisconsin, its officials, agents, servants and employees for claims or damages, claims or damages or compensation for any loss or damage caused or resulting from the use of the information provided.

DRAFT

 Overlay District
 RoadEdge
 parcels



Map Created January, 2011

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Article 33. Chapter 173, Section 9.4 Site Plan Review for Religious, Educational and Child Care Uses

It was VOTED by a two-thirds majority that the Town amend Chapter 173 section 9.4 of the Westford Zoning Bylaw to: (added words are shown in bold and underlined, deleted words are shown in ~~strike through~~). Only subsections of 9.4 that have proposed changes are included below. Subsections not listed below do not have changes proposed.

9.4 SITE PLAN REVIEW

9.4.1 Applicability. The following types of activities and uses are subject to site plan review by the Planning Board:

1. Construction, exterior alteration, exterior expansion of a nonresidential or multifamily structure or tower, or change in use;
2. Construction or expansion of a parking lot associated with a nonresidential or multifamily structure or use.

~~9.4.2 Exemptions. This section shall not be construed to apply to those uses otherwise exempt by the provisions of G.L. c. 40A, s. 3~~

9.4.2 Site Plan Review of Exempt Religious, Educational, and Child Care Uses

1. Applicability. Religious and educational uses, Day Care Centers, and school age child care programs, as those uses are defined in this Bylaw; which are partially excepted from local zoning regulation by M.G.L. Chapter 40A, Section 3, shall be subject to a modified Site Plan Review process as specified in sub section 9.4.7.2.

2. Procedures.

a. Demonstration of Qualification. In order to qualify for the modified Site Plan Review standards in 9.4.7.2, an applicant must satisfy the Town that the use is exempt under M.G.L. Ch. 40A, Section 3.

b. General Review Procedure. Site Plan Review for these uses shall be reviewed by the Planning Board pursuant to the general review process in Section 9.4, with specific review criteria specified in sub section 9.4.7.2.

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9.4.7 Site Plan Approvals

1. General Review Standards Approval. [Amended 5-7-2005 ATM Art. 17] Site Plan approval for uses listed in 9.4.1 shall be granted upon determination by the Planning Board that the following conditions have been satisfied. The Planning Board may impose reasonable conditions, at the expense of the applicant, to ensure that the following conditions have been satisfied. Any new building construction or other site alteration shall provide adequate access to each structure for fire and service equipment and adequate provision for utilities and stormwater drainage consistent with the functional requirements of the Planning Board's Subdivision Rules and Regulations. New building construction or other site alteration shall be designed in the Site Plan, after considering the qualities of the specific location, the proposed land use, the design of building form, grading, egress points, and other aspects of the development, so as to:

a.4. Minimize the volume of cut and fill, the number of removed trees 6" caliper or larger, the length of removed stone walls, the area of wetland vegetation displaced, the extent of stormwater flow increase from the site, soil erosion, and threat of air and water pollution;

b.2- Maximize pedestrian and vehicular safety both on and offsite;

c.3- Minimize obstruction of scenic views from publicly accessible locations;

d.4- Minimize visual intrusion by controlling the visibility of parking, storage, or other outdoor service areas viewed from public ways or premises residentially used or zoned;

e.5- Minimize glare from headlights through plantings or other screening;

f.6- Minimize lighting intrusion through use of such devices as cutoff luminaries confining direct rays to the site, with fixture mounting not higher than 20 feet;

g.7- Minimize unreasonable departure from the character and scale of building in the vicinity, as viewed from public ways;

h.8- Minimize contamination of groundwater from onsite wastewater disposal systems or operations on the premises involving the use, storage, handling, or containment of hazardous substances;

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i.9. Maintain an acceptable level of traffic service, volume and infrastructure which meets the goals of the Master Plan, the Traffic and Pedestrian Safety Manual, and Route 110 Master Plan, the Sidewalk Master Plan, and other Town adopted Master Plans.

j.10. Encourage alternative methods of transporting people, through public transportation, car pools and van pools, bicycling and walking, rather than near exclusive reliance on single-occupant vehicles.

2. Review Standards for Religious, Educational and Child Care Uses. The Planning Board may impose reasonable conditions, at the expense of the applicant, to ensure that the following conditions have been satisfied. In reviewing the site plan submittal for an exempt USE under 9.4.2, the Planning Board shall consider the following:

a. Relationship of the bulk and height of structures and adequacy of open spaces to the natural landscape, existing buildings and other community assets in the area and compliance with other requirements of this Bylaw, which includes, but is not limited to, building coverage requirements, yard sizes, lot areas and setbacks;

b. Physical layout of the plan as it relates to convenience and safety of vehicular and pedestrian movement within the site, the location of driveway openings in relation to traffic or to adjacent streets and, when necessary, compliance with other regulations for the handicapped, minors and the elderly;

c. Adequacy of the arrangement of parking and loading spaces and safety of proposed access and egress in relation to the proposed uses of the premises;

d. Physical lighting of the site, especially the adequacy of the method of exterior lighting for convenience, safety and security within the site and for protection of neighboring properties, roadways and the night sky.

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Article 34. Transfer Custody of Town Properties from Board of Selectmen to the Board of Water Commissioners

It was VOTED by a two-thirds majority that the town vote pursuant to [Massachusetts General Laws Chapter 40 Section 15A](#) to transfer the care, custody management, and control of the of the following properties, including all works, buildings and other structures located, erected or constructed thereon, from the Board of Selectmen for the purposes for which the properties are now held, to the Board of Water Commissioners for water supply system purposes as set forth in Massachusetts General Laws Chapter 40, Section 39B:

COTE WELL SITE

Map/Parcel: 030 0047 0000

Street Address: Beacon Street

Title Reference: Middlesex North Registry of Deeds
("MNRD") Book 1835, Page 75

HOWARD ROAD WELL SITE

Map/Parcel: 015 0003 0000

Street Address: 0 Howard Road

Title Reference: MNRD Book 2206, Page 280

Map/Parcel: 015 0004 0000

Street Address: Howard Road

Title Reference: MNRD Book 2206, Page 280

Map/Parcel: 015 0098 0000

Street Address: Howard Road

Title Reference: MNRD Book 2206, Page 280

HILDRETH HILL TANK SITE

Map/Parcel: 016 0024 0000

together with the perpetual right and easement over, in, along and under the area shown on a plan entitled "Plan of Land in Westford, Mass. owned by Hildreth Realty Trust," Scale 1" = 100', dated April 5, 1983, prepared by Dana F. Perkins and Associates, Inc., and recorded in MNRD Plan Book 140, Plan 25, as such easement rights are more particularly set forth in an Instrument recorded with the MNRD in and Book 2640, Page 571.

Street Address: Hildreth Street

Title Reference: MNRD Book 2222, Page 4

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HUNT ROAD (FRANCES HILL TANK) SITE

Map/Parcel: 033 0017 0000

Together with all right, title and interest in and to that certain easement in, along, over and under that certain strip of land, twenty (20) feet in width, extending in a southerly direction from Hunt Road, delineated as “Proposed 20’ Foot Right of Way” on a plan entitled “Plan of Land in Westford, Mass., belonging to Gustave L. & Nilma E. Anderson, to be conveyed to the Town of Westford, Surveyed in April, 1965, Richard L. McGlinchey, and recorded in MNRD Plan Book 111, Plan 122B, as such easement rights are more particularly set forth in the Order of Taking recorded with the MNRD in and Book 1943, Page 543.

Street Address: 25 Hunt Road

Title Reference: MNRD Book 1767, Page 372

FLETCHER WELL SITE

Map/Parcel: 020 0012 0000

Street Address: Concord Road

Title Reference: MNRD Book 1838, Page 240

Map/Parcel: 020 0009 0000

Street Address: Concord Road

Title Reference: MNRD Book 1838, Page 240

Map/Parcel: 020 0007 0000

Street Address: Concord Road

Title Reference: MNRD Book 1838, Page 240

Article 35. Secure Easements at Flagg Road, Forge Village Road and Main Street

It was VOTED unanimously that the Town authorize the Board of Selectmen to acquire by gift, purchase, or eminent domain certain rights in fee or by easement on properties located at 1 Main Street (Map 21 Parcel 45) and 2 Main Street (Map 21 Parcel 35) for the purpose of obtaining secure permanent or temporary construction easements, related to the construction and maintenance of a retaining wall and for the realignment of the intersection at Flagg Road, Main Street and Forge Village Road

Article 36. Authority for Board of Selectmen to Accept Easements

It was VOTED unanimously that the Town authorize the Selectmen, during Fiscal Year 2012, to accept any and all easements for sidewalk, drainage, or other utility purposes, as they may deem in the Town’s best interests.

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Article 37. Naming of Multi-purpose Field within Alumni Stadium at Westford Academy

It was VOTED unanimously that the Town name the high school multi-purpose field within Alumni Stadium, “Westford Academy Trustees Field” in recognition of the outstanding financial support the Westford Academy Board of Trustees have provided to the students and staff at Westford Academy.

It was voted to adjourn the 282nd Annual Town Meeting at 10:20 pm, having no further business to conduct.

A True Record: Attest

Kaari Mai Tari
Town Clerk

BOARD OF SELECTMEN

The global economic challenges we faced during Fiscal Year (FY) 2011 continued to have a direct impact on our local economy. FY11 was a year in which the town budget was restricted and we continued to find creative ways to live within our means, without resorting to overrides or layoffs. All town departments were resourceful, and after receiving some unanticipated revenues, we were able to continue operations and maintain our level of services for our town residents. The Board of Selectmen, with the assistance of volunteers, board and committee members, and town staff, had a successful year, and we were able to accomplish many goals. Some highlights of our actions include:

Andrea Peraner-Sweet
Chair

Kelly Ross
Vice Chair

Jim Sullivan
Clerk

Robert Jefferies
Valerie Wormell

- The Selectmen formed a Budget Solutions Task Force with a membership that includes two members of the Board of Selectmen, Finance Committee, and School Committee, a member of the Capital Planning Committee and the Town Manager. This group made recommendations to the Selectmen, Finance Committee and School Committee to help maintain long-term financial stability. Some of these ideas included bargaining collective bargaining agreements at 0% COLAs and no steps for FY12 and FY13, seeking adoption of local options excise taxes, and seeking an increase in employee and retiree health insurance co-pays.
- The Board established the Public Works Initiative Committee to continue to implement the recommendations of the Ad Hoc Public Works Committee - to create efficiencies across the town's public works-related departments.
- The Board sponsored a town-wide Strategic Planning Retreat with the goal of improving communication between town board members, staff and residents. We discussed fiscal issues, capital needs, town assets, pedestrian safety, master plan implementation, town parking issues, and wireless communication facilities. The retreat was a resounding success, and we plan to make this an annual event.
- The Town's Bond Rating with Moody's was upgraded to Aa2.
- The renovations and expansions of the historic Cameron Senior Center and our Town Hall were completed on schedule and under budget. Both facilities were rebuilt with extensive upgrades to systems, and resulted in well-organized and efficient office and operating spaces.
- In line with our Master Plan's economic development chapter, the Town was successful in welcoming Goodrich ISR into our town. Goodrich has committed to adding approximately 200 new engineering jobs in the coming years.
- The Town, through a Request for Proposals process, awarded the lease of three town-owned buildings - Roudenbush, Frost School, and the old Nabnasset Elementary School - to The Roudenbush Community Center, Inc. with a lease that will generate approximately \$500,000 in revenue and capital improvements over the next five years.
- The Town entered a lease with Guard Up for a portion of East Boston Camps to assist with property maintenance costs.
- The Town entered a land development agreement with Boston Road Homes LLC to construct 20 affordable housing units on Boston Road.

BOARD OF SELECTMEN—CONTINUED

- The Town auctioned tax possession sale properties for the first time in Westford history, resulting in \$369,000 of new revenue for the Town.
- The construction of the new Nutting Road treatment plant was completed. This plant, is assisting us with remediating the perchlorate contamination in the Town's water. Efforts continue to recover damages from the suppliers of the blasting materials.
- The Town completed the redesign (25% level) of Minot's corner intersection. This project is currently slated for FY12 construction.
- The Board supported the implementation of Advanced Life Support (paramedic-level) ambulance service in our Fire Department. This service has already resulted in saving lives of our citizens as it significantly decreases the response time of paramedics to accident or medical emergency scenes.
- The Selectmen began using Ipads at their bi-weekly meetings, eliminating the need for paper packets, which in turn saved money with paper and copying. In addition, all packet materials are now available to the public online, and are automatically electronically stored for future usage.
- The Selectmen supported the Massachusetts White Ribbon Day Pledge which is an organization committed to ending violence against women.

Although this is not an exhaustive list of the Board's accomplishments this year, these are some highlights. None of this work could be accomplished without the hard work, dedication and commitment of our town staff, boards and committees, elected officials, and our town's numerous volunteers. Thank you to all for helping us make this year a successful one.

TOWN MANAGER

The economic downturn continued into Fiscal Year (FY) 2011 and our town, like so many others, endured a rise in unemployment, a softening of the housing market, an increase in local business closings, and an increase in local crime. Amidst basically flat revenues, we made several conservative, fiscally-responsible decisions to control expenses town-wide. For the FY11 budget, town departments increased their operating budgets by 1.48%, while the schools were granted an increase of 3.23%. By implementing cost-savings measures, including a hiring and spending freeze, and due to the receipt of several one-time revenue opportunities, appropriation closeouts exceeded expectations, leaving us total cash reserves of \$5,639,541.36. This figure represented a reserve balance of 6.7% of our total operating budget. We allocated \$1,788,877 from Free Cash to balance our FY11 budget at our October 2010 town meeting, which represented a reduction of Free Cash usage from FY10 (specifically \$264,979 less.) In light of the current economic climate, we were pleased to achieve this result.

Jodi Ross
Town Manager
John Mangiaratti
Assistant Town Manager



The Budget Solutions Task Force was formed in FY11, and made recommendations to the Board of Selectmen and School Committee to attempt to negotiate collective bargaining agreements at 0% COLAs, with no steps in FY12 and FY13 if possible. This would allow the town to keep our personal services budgets level, which would help the town avoid layoffs and not reduce service levels for our residents in the coming two years. The task force also recommended the town adopt MGL Chapters 64L and 64G Section 3A, to allow the town to collect an additional .75% on meals tax and 2% on hotel tax, which was adopted by Town Meeting in March 2011.

Our Capital Planning Committee worked diligently to create a five year capital plan, with an estimated \$13,000,000 worth of projects that are being considered over the next five years. With an appropriation at the March 2010 Annual Town Meeting, and after spending \$13,000 from the capital stabilization fund at our October 2010 Fall Town Meeting, the town voted to use most of the remaining balance to fund FY12 capital requests. Appropriations totaling \$767,700 were made at the March 2011 Annual Town Meeting, leaving a balance in the capital stabilization fund of \$16,566 as of June 30, 2011.

The town experienced a significant increase in utilization of our health insurance plan, along with the addition of 75 new enrollees. The majority of new enrollees were not new employees, but rather a result of private sector workers losing their coverage and moving onto their spouse's town plan. Because of this, Westford earned a 23% premium increase in November; however, due to a subsidy through the Massachusetts Interlocal Insurance Association (MIIA) Trust Fund, we were capped at a 13% increase as opposed to a 23%. We presented ideas for plan design changes to the Board of Selectmen, and are working with the Insurance Advisory Committee to negotiate changes with town and school employees, and retirees. If these plan design changes are approved, we estimate a savings of approximately \$500,000 next year.

TOWN MANAGER—CONTINUED

The Ad Hoc Public Works Committee provided us with recommendations to achieve efficiencies, such as consolidating procurement of facility maintenance contracts, which has made us more efficient, helped to preserve our town's capital assets, and saved valuable dollars. The Board of Selectmen established a Public Works Initiative Committee to continue to implement the recommendations of the ad hoc committee. Over the past two years, the town has repaired or replaced roofing systems on ten municipal buildings using a combination of operating funds, lease revenue, and Community Preservation Fund appropriations. We have made improvements to the Center Fire Station, Nabnasset Fire Station, the cabins at East Boston Camps, and the town kennel by using volunteer and staff resources. The Westford Museum, Museum Cottage, and the Town Farm Building were surveyed by a structural engineer and architectural preservationist who made repair and preservation recommendations.

In collaboration with the Energy Committee, the police, library and school departments conducted energy audits on their facilities this year. These audits led to energy efficiency upgrades that were completed at little or no cost, and provided us with recommendations for future efficiency upgrades.

With the support of the Board of Selectmen, the Fire Department began the process of providing paramedic level services, which dramatically improved the response time of our ambulance service, and raised the level of medical assistance we provide to our residents. The Ambulance Enterprise Account is estimated to increase revenue due to the implementation of the Advanced Life Support (Paramedic) Department, and our projections show the Ambulance Enterprise will reduce its dependence on a general fund subsidy over the next several years.

The town has been actively managing perchlorate contamination of both town and private wells, which was discovered in 2004. Many measures have been and continue to be taken in an attempt to control the spread of the plume, guard against any further contamination of wells and the aquifer, and purify the water already contaminated. The construction of the new Stepinski well and the Nutting Road treatment plant were completed in December 2010.

The newly renovated Cameron Senior Center has proved to be a huge success, with usage of the facility up 35%. Our new fitness center in the facility has attracted 307 residents, many of whom had not exercised in years. The Town Hall opened in December 2010 and we have received only positive feedback from all who have visited us. It is also wonderful to have most town departments back under one roof, and in the center of town. The Town Hall now has an elevator, and it will be connected to a standby generator which allows town operations to function during power outages. The Permanent Town Building Committee did a tremendous job of coordinating both projects, and both were under budget in costs. These expanded, renovated buildings are beautiful, and functional, and the occupants and visitors are very pleased with the end result. Thank you to all residents for supporting these projects. We are delighted that both of these projects enabled us to maintain the historic character of the buildings, while providing the occupants with modern conveniences.

We continue to examine every department for possible cost savings, and challenge our department heads to use all financial resources available while preparing their budgets.

TOWN MANAGER—CONTINUED

This continues to be a challenging economic climate for all of us, but we are enthusiastic about embracing it, and presenting a balanced budget to carefully manage the town, maintain the level of services our residents expect, and carefully control our resources to protect our town for now and into the future. There are still many projects in the pipeline that also need to be addressed including Minot's Corner Intersection Improvements, the perchlorate remediation costs, the town's unaccepted roads, and increased legal costs due to special circumstances, such as defense of the decision to deny the asphalt plant.

Transparency, honesty, and communication are all keys to successful municipal operations, and I remain committed to being open, responsive, truthful, and actively engaged in sharing as much information as possible. We publish a monthly Town Manager's Newsletter, we are now on facebook and Twitter, we have streaming video of public meetings, and we are continuously looking for methods to improve communication between the town departments, boards and committees, and our residents. Our public safety departments are exploring the possibility of starting an AM radio station to assist us with communicating with our residents during power outages or other emergencies.

I continue to be impressed by the level of volunteerism in Westford. Our residents are very involved in the operation of our town, and their input is necessary, their enthusiasm contagious. Virtually all Westford town employees are very dedicated to our town, and they are among the most talented and effective employees that I have seen. These are just some of the reasons that Westford is such a very special place in which to live, and work. I remain dedicated to doing my best to help manage the future growth, finances, staff, and services of our town.

In closing, I would like to personally thank all town officials, department heads, town employees, and resident volunteers who serve our town. I look forward to working with all of you as we begin a new year.

AFFORDABLE HOUSING COMMITTEE

The goal of the Affordable Housing Committee is two-fold: to attempt to provide diversification in housing opportunities in the Town of Westford while trying to meet the State's mandate that 10% of the town's housing stock be affordable to low and moderate income households. Once again, fiscal year 2011 was a year of many challenges for the Committee and for the community. Following are the major highlights.

ONGOING PROJECTS:

Boston Road:

After many years of planning and negotiating, the 100% – *all affordable* – project on Boston Road is becoming a reality. Permitting was completed in 2010 and the ground breaking ceremony occurred in the fall and is still under construction.

This is project of 20 single family homes, with all units being truly affordable, in a village setting, and is a first for Westford – a truly landmark project which is a unique collaboration of the town, state, and a private developer. The Affordable Housing Committee hopes this project will help pave the way for similar projects in Westford and in the region.

Stony Brook II:

The first phase of the Stony Brook residential complex, built by the nonprofit group Common Ground Development Corp. (CGDC), was completed in 2006 at which time 15 rental residential condominium units were officially opened and became known as the William D. Coakley Residences at Stony Brook. In 2009 CGDC approached the Affordable Housing Committee seeking support for the second phase at Stony Brook. The current plan for this second phase would result in the addition of 36 townhouse units at Stony Brook. Representatives of CGDC have appeared before the town's various boards and permitting is now completed.

Tadmuck Meadows:

This is a 40B project that resurrected the previous permitting for this site and made changes to the project that were successfully reviewed by the appropriate boards and committees in 2010. The site is on the south side of Littleton Road, across from the senior housing. Now fully permitted, it awaits ground breaking and the actual building of units.

Veteran's Housing:

This plan would call for the renovation of the building on the corner of Acton and Carlisle Roads (the building originally known as Tara Hall). This development would produce affordable housing for returning military personnel who are in need of housing. The Affordable Housing Committee is partnering with the Chelmsford Housing Authority and the Westford Housing Authority to make this project happen, and it is currently through the permitting process and expecting final funding approval sometime in 2011.

Graniteville Woods:

This 40B project began building, and the phase one units were completed in 2010.

Paul Cully
Chair

Joan Croteau
Joe Diamond
Rob Downing
Scott Hazelton
Dianne Holmes
Karen Hudson
Jim Silva

Chris Pude
Staff

AFFORDABLE HOUSING COMMITTEE—CONTINUED

Phase one of the project contained 10 affordable units. Construction is ongoing with phase two expected to be completed in 2011.

Abbot Mill Renovation:

The Affordable Housing Committee has reviewed the affordable component of this project at the first meeting of the committee in 2011. While the committee supports the project, it would prefer a greater percentage of the units be made affordable. The project has finally achieved full funding and has been proceeding with the construction work.

Princeton Properties:

This project is 200 rental units at 16 Littleton Road on the site of the former *Jefferson at Westford* project. It will contain 40 low-income one and two bedroom units. It is currently proceeding through the permitting process.

FUTURE PROJECTS:

The Affordable Housing Committee is pursuing potential future projects on two separate sites on town-owned parcels.

REVIEWS:

Tax Possession Sale Committee:

The Committee also monitors and regularly attends meetings of the Tax Possession Sale Committee in an effort to acquire additional parcels of land on which affordable housing could be constructed. We are excited about the possibility of acquiring some of the property under their care and custody as potential future affordable housing sites.

Master Plan Implementation Committee:

The Affordable Housing Committee voted to appoint Rob Downing as their representative to the Westford Master Plan Implementation Committee.

The Affordable Housing Action Plan:

The Affordable Housing Action Plan expired in 2009. The committee has engaged Northern Middlesex Council of Government to review our original plan and to assist us in preparing a new version of our housing plan. It is anticipated that various meetings will be held during this process; all meetings will be open to the public, with certain meetings expressly designed to seek input from town residents.

Town of Westford Fee Waiver Policy:

The Affordable Housing Committee has and will pursue the waiving of permitting and Water Department fees for affordable housing projects – on a case by case basis until such time town staff and the committee have time to work together to draft an actual policy for Town Meeting to approve. The committee would like to present this to the town at the Annual Town Meeting in March 2012.

FINANCING THE PRESERVATION OF AFFORDABLE HOUSING:

As in the past, in conjunction with the Westford Housing Authority and the Affordable Housing Trust, the Affordable Housing Committee has continued in its attempt to preserve and/or regain affordable units. The Committee is committed to not only creating additional affordable housing, but to also preserving that which already exists.

AFFORDABLE HOUSING TRUST FUND

The Affordable Housing Trust Fund (AHTF) is pleased to present the Annual Report for the Town of Westford for Fiscal 2011.

Among other things, the AHTF promotes affordable housing by providing a funding mechanism which seeks to create, preserve and maintain affordable housing opportunities for Westford. The Trust attempts to address affordable housing needs that would not otherwise be fulfilled due to considerations of timeliness and the uncertainties of the municipal budgeting process. The Trust is funded through Community Preservation Act appropriations, and, in part, private donations. Members meet periodically in open session as proscribed by law. The AHTF also meets on an “as needed basis” to accommodate time sensitive projects. Christine Pude, Westford’s Housing Director, is an integral part of the meeting process.

Christopher A. Romeo
Chair

James Sullivan
Trustee and Board of Selectman Representative

Diane Holmes
Trustee

Robert Waskiewicz
Trustee

Jacob Clayton
Trustee

Some of the highlights in 2011 include the following:

The AHTF gratefully acknowledged the receipt of \$200,000.00 in CPA funding toward affordable housing activities.

The AHTF began an examination of housing assistance programs to individuals and families, lottery funding, and improvement programs for buildings and grounds within the affordable housing inventory.

The AHTF also began to utilize local broker contacts in an effort to stay abreast of private marketing opportunities and available properties.

The AHTF approved distributions to the Stony Brook II project as well as Veterans' Housing.

The AHTF continued its efforts in monitoring existing housing so as to maintain inventory.

AHTF funds allow the Trust to act on behalf of the Town of Westford to promote affordable housing through the mechanisms of acquisition, renovation, and resale of a variety of units. AHTF actions help assure that units are not lost forever to the private market. All efforts are made to assist in securing qualified individuals to occupy housing units. This is often done within limited timeframes.

The AHTF also works cooperatively with the Affordable Housing Committee and the Tax Possession Sale Committee to assure a thorough vetting of properties which may be considered for affordable housing purposes. The AHTF and AHC have begun to hold joint meetings, to coordinate, inform, and exploit in the most efficient way the common goals held by each group. The work continues and we thank the taxpayer's of Westford for their care and their trust in the AHTF.

ANIMAL CONTROL DEPARTMENT

The Animal Control department is responsible for enforcement of the local animal control bylaws. The department investigates animal cruelty, dog or cat bites, vicious dog complaints, sick or injured wildlife and loose dogs. The department also conducts barn and kennel inspections, participates in educational outreach, provides advice regarding animal care and wildlife control, and operates the town kennel at 30 Beacon Street. Westford also provides animal control services to the town of Tyngsborough through an inter-municipal agreement.

Meg Mizzoni
Animal Control Officer

Terry "Jaime" Berry
Assistant Animal Control Officer

Tim Whitcomb
Assistant Animal Control Officer

Former assistant animal control officer Meg Mizzoni was promoted to animal control officer (ACO). Jaime Berry and Tim Whitcomb remain as part time assistant animal control officers and provide emergency coverage and back up. Jaime Berry received her Animal Control Officers Association certification in May.

The department adopted a new set of policies and procedures as day-to-day oversight and budget management of the department was placed with the assistant town manager's office. The ACOs were equipped with new mobile computers and improvements were made to the web-based animal control record keeping system. The web-based animal control record keeping system allows the ACOs to use a laptop in the van to enter response data into the system. Police dispatch and other departments have the ability to make service requests using a web-based form that notifies the ACO that assistance is needed.

This year a new website was created for the Animal Control Department (www.westfordma.gov/animal). The website contains information about animal related issues and resources about living with wildlife. There is a lost and found portion of the web site that has been used to post photographs of dogs or cats that are known to be lost in the communities. It also contains photographs of any dogs that are under the care of the department in the town kennel.

Town Kennel

The town dog kennel was renovated during this fiscal year. The windows, electrical wiring, interior lights, exterior lights, and water heater were replaced. The old propane heating system and rusted tanks were removed and a new electric heating and cooling system was installed. These improvements make the kennel safer and more comfortable for dogs throughout the year. New windows provide additional lighting and allow for improved ventilation during the summer. Thanks to the School Department facilities staff for completing these repairs and helping to reduce the cost to the town.

ANIMAL CONTROL DEPARTMENT – CONTINUED



The dog kennel received a fresh coat of paint in June of 2011

Response Activity

The majority of calls responded to by the ACO are for dog complaints and lost or found dogs. When a dog is found, the ACO attempts to locate the owner and ensures it is cared for properly in the kennel. If the owner is not found the ACO finds a placement for foster care. Throughout the year the ACOs also responded to numerous calls for wildlife such as bears, coyotes, fisher cats, skunks, raccoons, and snakes. In these instances the ACO investigated the incident, ensured that the public was not in danger, and took the opportunity to teach residents about how to safely interact with wildlife. In some cases severely injured or rabid animals had to be euthanized and this was done safely and in coordination with the local police department. The ACOs also rescued numerous wild animals such as the possum and deer pictured below.



ANIMAL CONTROL DEPARTMENT – CONTINUED

Pictured on prior page and below: A deer and possum that were rescued and sent to rehabilitation facilities.



The following table represents all of the calls that were recorded in the web-based animal control record keeping system. It is important to understand that many of the calls received and handled by ACOs are not reflected in this table. Many of the calls that are received are from residents with questions about animal rules and regulations or looking for advice about dealing with wildlife on their property.

ANIMAL CONTROL DEPARTMENT – CONTINUED

Fiscal Year 2011 Response Activity

Response Type	Description	Responses
Animal bite or contact	Responded to report of domestic animal bite or contact with wildlife	4
Animal cruelty	Investigated report of cruelty	2
Dog complaint	Investigated barking or nuisance dogs and resolved between owner and neighbors	47
Dog hit by mve	Dog hit by motor vehicle	10
Health Inspection	Inspection of domestic animal or livestock	18
Kennel duty	Attending to dogs in the town kennel including feeding, medical attention, and general care	320
Lost or Found Cat	Searched for owner of found cats	24
Lost or Found Dog	Searched for lost dogs, searched for owner of found dogs	75
Pick up police incident	Responded to police incident to remove domestic animals	5
Wildlife hit by vehicle	Disposed of wildlife hit by vehicle (roadkill)	62
Wildlife issue	Responded to report of wildlife in close proximity to humans or endangering domestic animals	129
Total		696

Events

In continued cooperation between Nashoba Valley Veterinary Hospital (NVVH) and the department, ACOs sponsored two services for furthering animal care and safety. The first was the annual Rabies Clinic in March with over 100 residents participating. The second was a statewide microchip day in September coordinated by Upper Valley Merrimack Medical Reserve Corp held at NVVH.



ACO Meg Mizzoni (furthest to the right) volunteering at the micro chip day

BOARD OF ASSESSORS

The assessors' office completed its tri-annual revaluation for fiscal year 2011, based on a valuation date of January 1, 2010. Approximately 900 parcels were reviewed and/or visited and a thorough sales analysis of sales occurring in calendar year 2008 and 2009 was done. The assessors' office also analyzed all land sales, land residuals, and tear downs. Market values have declined slightly while still reflecting an overall stable market. New growth for FY 2011 was \$69,405,217.

Jean-Paul Plouffe
Principal Assessor

Lisa DeFusco
Administrative Assessor

Titus Palmer
Chairman

Diane Holmes
Chris Romeo

This is an increase of approximately 45% from FY 2010. This was a healthy increase attributed to the overall increase in building permits, and new condominium developments and homes being built and marketed. There was substantial growth within the condominium class. The residential growth was derived primarily from the following:

- 1) Continued construction at Summer Village.
- 2) Completion of construction at Southgate.
- 3) Completion of construction at Hawk Ridge development.
- 4) Beginning phases at Graniteville Woods.
- 5) Two new single family subdivisions.

	FY 2010	FY 2011	% change
Total taxable assessments	\$3,882,820,412	\$3,758,783,545	-3.19%
Tax levy	\$55,939,942	\$57,247,754	2.34%
Residential tax rate	\$14.63	\$15.23	4.10%
Average single family residence assessed value	\$450,693	\$441,145	-2.12%
Average single family tax	\$6,593.64	\$6,718.64	1.90%

The Board of Selectmen again voted to adopt a Small Commercial Exemption for FY 2011. This in effect shifted the tax burden within the commercial/industrial class. As a result, the FY 2011 commercial/industrial tax rate was increased to \$15.50.

The Department of Revenue certified the results of this assessment data to be within their statistical requirements and the tax bills went out on time.

Continued growth in the tax levy resulted in an increase in overall taxes for FY 2011. The assessors' office continues to update property data to achieve a higher level of accuracy. This is a constant on-going process to ensure that tax assessments are equitable to all taxpayers. The more accurate we can make this data, the more accurate the assessments will reflect current market value.

BOARD OF ASSESSORS— CONTINUED

FY 2011 saw a slight decrease in the number of applications for abatements of real and personal property from FY 2010. Abatements are typically applied for because property values were adjusted for FY 2011 because of the tri-annual recertification and revaluation. Westford is a very desirable community as reflected in market activity and sale prices.

It has been a very busy year for the assessors' office due to the completion of the tri-annual certification and revaluation; monitoring the various elderly exemptions, other exemptions and the Community Preservation Act; and updating cost tables to reflect current market cost. The staff deserves much credit meeting all the demands and challenges with competence and dedication to the town. The assessors' office recognizes that taxes are increasing as the town continues to grow and the demand for services increases. We will strive to continue to provide good customer service to the taxpayers and to make every effort to assist taxpayers in understanding their assessments.

Exemptions

In FY 2011 the Board of Assessors granted 196 statutory exemptions for property taxes in the total amount of \$193,407.89 (veterans, elderly over 70, blind, Clause 41C). Ten applicants were granted a tax deferral under Clause 41A. Westford again adopted Chapter 126 of the Acts of 1988, allowing the statutory exemption to be increased to double their stated exemption amount. There were also 256 Community Preservation exemptions and adjustments granted in the amount of \$22,132.66.

Abatements

In FY 2011 there were 107 requests for abatements on real and personal property. Of these, 90 abatements were granted, 15 were denied, and two were withdrawn. There was 1 request for abatement of an Apportioned tax bill that was denied, and one request for abatement of an Omitted tax bill that was also denied. There were five appeals filed with the Appellate Tax Board. The Commissioner of Revenue continues to be in litigation with several telecommunications companies for FY 2003 through 2011. However, it is expected that most of these will be settled and/or withdrawn by FY 2012.

BRUCE FREEMAN RAIL TRAIL

During this second year of the Bruce Freeman Rail Trail, Westford's newest recreational resource has proved to be an even more popular year-round asset than during the inaugural year for users of all ages and modes of transportation. Again this winter, the trail will not be plowed in the winter months to allow for cross-country skiing. For photos and more trail information www.brucefreemanrailtrail.org

Second Annual Westford Event on the BFRT This Summer

For the second year, the Kids Pan-Mass Challenge was organized by young Westford residents Jessica Ryan and Claire Eno.

This year the BFRT KPMC raised \$6,000 for cancer research. From 9 a.m. to noon on June 26, 2011, about 60 riders, with the help of 35 volunteers (some of whom were teenagers doing community service hours), set out from Byam School in Chelmsford to ride the trail to the Westford Route 27 crossing and then to Chelmsford Center.



KPMC riders on the Bruce Freeman Rail Trail.

In late June, the Friends of the BFRT were featured at the Education Table at the Westford Farmers' Market, talking to many people who stopped by to learn more about the current trail and future progress.

Pat Savage,
Director of the Parks, Recreation and Cemetery Department

Kelly Ross,
Board of Selectmen Liaison to the Bruce Freeman Rail Trail

Chris Barrett
Emily Teller
Westford Board Members, Friends of the Bruce Freeman Rail Trail, Inc.

An online event registration form has been developed by the Friends, working with the Towns of Chelmsford and Westford, and is accessible on the Friends BFRT website (see above link)

BRUCE FREEMAN RAIL TRAIL – CONTINUED

Trail Counts Along the BFRT

As part of statewide counts of rail trail usage organized by the Boston Region Metropolitan Planning Organization, Friends of the Bruce Freeman Rail Trail volunteers participated in trail counts of actual users on the BFRT in the fall and spring. These trail counts will continue to be done each year. The numbers are useful for comparison with other trails, prioritizing maintenance activities, and applying for grants. The BFRT counts are coordinated by the Chelmsford Bicycle and Pedestrian Advisory Committee (BPAC) and have been staged at Maple Road (near Agway), Chelmsford Center, and near the Chelmsford Mall. The counts bear out the observations that the trail is used most between Chelmsford Center and Westford. On a lovely autumn Saturday the total BFRT counts were around 1,500. By comparison, during that same month, the usage numbers for the Minuteman Commuter Bikeway in Lexington (the second busiest in the nation) were 4,000. Near the Chelmsford Mall, during a one-hour period around lunchtime on Tuesday, September 14, about 70 walking trips were counted, which represented 85% of the usage during that time period.

Parking

As of June 30, 2011, off-street parking in Westford to access the trail remains an unmet need. Town staff has spent many hours trying to be creative about possible parking options. The vast majority of parcels abutting the BFRT are privately owned and the zoning along the BFRT Right of Way is residential which makes options for parking complicated. There will be many stages in moving any parcel toward final design and the public will have many opportunities to voice their support and/or concerns. A parcel moves from a concept design (brainstorming only – no conformity to any zoning or setbacks) to a preliminary design then to a 25% design, then to a 75% design, and finally to a 100% (final) design which then goes out for bid for construction.

Lowell Progress to connect to the BFRT

The Concord River Greenway in downtown Lowell now has two completed sections, the northern and southern sections. Each section has public art, multi-lingual signage, an outdoor classroom curriculum and amenities such as seating. One of the long-range goals for the Greenway is to provide a connection to the northern terminus of the BFRT at the Lowell/Chelmsford line. This construction season the Lowell Parks and Conservation Trust is hoping to partner with the City of Lowell on the installation of a bridge across to Centennial Island, enabling trail users to do a loop along the southern section. The movie *The Fighter* was filmed on Centennial Island, so visitors to the Greenway can see where history was made.

Progress to the South

What is the status for Phases 2 and 3 of this project? Phase 2A will extend the trail south by nearly five miles, from Rt. 225 in Westford through Carlisle and Acton. As of the writing of this report, the next 8.5 miles (Phase 2A plus 2C in Concord to the Sudbury border) are slated to be built in the 2021-2025 timeframe. The design contract for Phase 2A has been signed, and the 75%-100% design process is expected to take about two years.

BRUCE FREEMAN RAIL TRAIL—CONTINUED

Once complete, if other state transportation projects are delayed, “100% design” status will position the BFRT to receive construction funds. The Friends BFRT are working at all levels to move the construction funding commitment to an earlier timeframe.

Thank you is due to many in Westford

The Westford BFRT Trail Stewards have been very faithful all year and in all seasons, doing light maintenance on their particular segment of the trail picking up litter and debris as well as weeding in the late summer. You might see them in their bright yellow t-shirts. And the Westford Conservation Trust Tuesday Trail Group has chosen the BFRT as a destination for a few of their weekday morning trail work. All trail users are grateful for this ongoing and important stewardship.

Westford’s town staff and various boards’ members have continued their enthusiastic and creative support. This past year, Angus Jennings, Director of Land Use Management, has committed significant time and work to the BFRT, as has Town Engineer Paul Starratt; Assistant Town Engineer Jeremy Downs; Chair of the Planning Board Mike Green; Pat Savage, Director of the Parks, Recreation and Cemetery Department has continued her superb oversight of the operation and maintenance of the BFRT. Highway Superintendent Chip Barrett; Town Manager Jodi Ross, and the Board of Selectmen’s Liaison to the BFRT Kelly Ross have also been very supportive of the BFRT. Safety Officer Michael Croteau has been an excellent and enthusiastic ambassador and partner.

And many, many Westford residents, as well as hundreds in surrounding towns, use the Bruce Freeman Rail Trail, and their word of mouth enthusiasm has led to more individuals and families taking advantage of the trail, and that is the best “report” of all.

BUDGET SOLUTIONS TASK FORCE

This year, in response to the short and long-term fiscal challenges facing the Town, the Board of Selectmen established the Budget Solutions Task Force. The Task Force was charged with developing both a short-term and long-term strategy to meet the fiscal challenges ahead. The Task force consists of two members from the Board of Selectmen, Finance Committee, and School Committee, one member from the Capital Planning Committee and the Town Manager. The School Superintendent, the Budget Director and the Directory of School Finance are *ex officio* members.

The Task Force made the following recommendations to the Board of Selectmen, the School Committee and the Finance Committee: (i) to seek adoption of local meals and hotel taxes; (ii) to seek 0% COLA and no step increases in FY2012 and 2013; and (iii) to seek an increase in employee and retiree health insurance co-payments.

The Task Force will continue its work during FY 2012 to develop and recommend strategies to meet the continued budgetary pressures the Town faces.

<u>Board of Selectman</u> Andrea Peraner-Sweet <i>Chair</i> Jim Sullivan
<u>Finance Committee</u> Mike Princi Dennis Wrona
<u>School Committee</u> Margaret Murray Judith Culver
Mark Kost <i>Capital Planning Committee</i>
Jodi Ross <i>Town Manager</i>
Bill Olsen <i>Superintendent of Schools</i>

BUILDING DEPARTMENT

In 2011 the building department again saw a marked increase in activity. The entire department has increased inspections with many projects that have either started or are ongoing this year.

Some of the major projects that the building department has been involved with are:

- Graniteville Woods
- Abbot Mills
- Lawton Farms – Residential Development
- Fielding Estates – Residential Development
- Renovations to Bldg 7 & 9 Technology Park Drive.
- Renovations to 4 Robbins Road

Matthew Hakala
Building Commissioner

Chester Cook
*Asst. Building Inspector /
Gas Inspector*

Dennis Kane, Jr
Inspector of Wires

Arthur Smith
Plumbing/Gas Inspector

Nancy Lima
Records Supervisor

The permit totals for the department are:

Building	876
Plumbing	509
Gas	497
Electrical	616
Trench	127

for a total of 2660 permits issued for the fiscal year ending June 30, 2011. This is an increase of over 200 permits for the year. The building department took in \$752,003 during that time.

The department again must deal with changes in the building codes. The 8th Edition of the 1 & 2 family has been promulgated and will be in full force as of August 2011. The requirements for sheet metal permits are currently in place effective February 2011. The building department continues to assist residents understanding the revisions to the FEMA Flood Maps.

The building department strives to improve both the inspection process and permit application process through our on-line permitting system. The new phase of implementation that allows more control of the permitting process is now in place. Our department is still working with the IT department to implement both a complaint tracking and an inspection process that is more comprehensive for the department.

BYLAW REVIEW COMMITTEE

The committee continued to review the general bylaws to ensure their consistency and conformity with any applicable law and the Town Charter as well as their consistency within the bylaws themselves.

Special Town Meeting

Lynn Cohen
Chair
Amber Brown
David Chandler
Kaari Mai Tari
Secretary and ex officio

The committee worked with those who drafted proposed amendments to the general bylaws that were on the warrant for the October 18, 2010 Special Town Meeting. The committee voted unanimously that it found the bylaw amendments proposed in Articles 11 and 12 to be consistent with existing provisions of the general bylaws and that their formatting and placement were consistent with the general bylaws as well.

Replacing Chapter 1

A few years ago the committee started reviewing Chapter 1 – Penalties for Violating Bylaws and Regulations, paying special attention to Section 1.4. This section was intended to be a list of all the penalties for violations of the Town's general bylaws, rules and regulations. The committee found that the list was not completely consistent with the fines set in other bylaws for violations nor was it consistent with the fines set by the Board of Health and the Conservation Commission for violating their rules and regulations. In May 2009 the Bylaw Review Committee proposed and Town Meeting accepted a bylaw amendment that was an attempt to bring the fines in Section 1.4 into compliance with the rest of the bylaws and with the rules and regulations of the Board of Health and Conservation Commission.

In working on that amendment the committee discovered that many other towns do not include a list of fines in their bylaws section that was equivalent to Section 1.4. Town Counsel John Giorgio confirmed that, and the committee asked Counsel to draft changes to Chapter 1. He submitted a proposal that would completely replace the chapter.

Committee members met several times with the Board of Health and the Conservation Commission to work out the details of the redrafted chapter. The committee and the boards agreed that the proposed version of Chapter 1, which did not include a list of fines and enforcing persons, would simplify the bylaws and eliminate the possibility of inconsistencies in the future.

With the support of the Board of Health and the Conservation Commission, the committee submitted a proposed bylaw amendment for inclusion on the March 2011 Annual Town Meeting warrant. The Board of Selectmen voted to place the amendment on the warrant as Article 23 and to support it unanimously. Town Meeting passed the article by a majority vote.

The new version of Chapter 1 allows the Town to continue to enforce its bylaws, rules and regulations through non-criminal disposition. However, not including the list of enforceable bylaws and regulations means that the fines specified in other bylaws and in the

BYLAW REVIEW COMMITTEE—CONTINUED

Board of Health and Conservation Commission rules and regulations will be applicable only if those fines are specific (that is, the fine must be a specific amount, such as \$300, rather than an unspecific amount, such as “no more than \$300”). State law requires that bylaws, rules and regulations include a specific fine in order for the Town to use non-criminal disposition. The new bylaw includes a list of fines (in section 1.3) that will be in effect for any bylaws, rules or regulations that do not include specific fines.

To ensure that the public can easily find out which town officials are responsible for enforcing specific bylaws, rules and regulations, the new Chapter 1 gives the Town Manager the responsibility of compiling “a detailed statement of the actual jurisdictions assigned to the appropriate enforcing person.”

The fact that the new chapter does not include the list of enforceable bylaws and regulations and related information also means that Town Meeting will no longer vote to approve changes the Board of Health and the Conservation Commission make to the fines assessed for violating their rules and regulations. State law, however, limits these fines to a maximum of \$300.

Annual Town Meeting

In addition to its work on amending Chapter 1, prior to the Annual Town Meeting the committee suggested a few changes to the drafts of several warrant articles that were proposing bylaw amendments. The committee voted unanimously that they found the bylaw amendments proposed in Articles 24, 25, 26 and 27 to be consistent with existing provisions of the general bylaws and that the formatting and placement of these proposed amendments were consistent with the general bylaws as well.

The Committee

Committee member Amber Brown was reappointed to a three-year term effective July 1, 2010. Because of a paperwork problem, in July 2010 the Selectmen reappointed Lynn Cohen to a term to expire on June 30, 2011, the same date that had been in effect when she’d been reappointed to a three-year term in June 2008.

In fiscal year 2011 the committee generally met on the first and third Tuesday of the month in the Millennium Building, then in Town Hall when it reopened in January.

Its webpage contains general information about the committee and links to the guidelines for proposing bylaw amendments and to town meeting timelines. Access the page from the Town Directory page on the Town’s website, www.westfordma.gov, under General Bylaw Review Committee.

The committee sincerely thanks Town Clerk Kaari Mai Tari for her unflagging support of its work.

The committee can be contacted through the Town Clerk’s office, 978-692-5515, town-clerk@westfordma.gov.

CAPITAL PLANNING COMMITTEE

The Capital Planning Committee was formed in December 2008 by the Town Manager, and has spent the past four years reviewing and prioritizing capital needs throughout the Town. This committee's purpose is to provide an objective and consistent forum whereby all of the town's capital requests can be planned, prioritized and recommended. This committee works closely with all town departments to ensure that their capital requirements for the immediate year and longer term are understood and documented, leading to a recommendation to the Town Manager, Board of Selectmen, Finance Committee and ultimately town residents as to how to best spend the resources that the town has for capital expenditures.

In completing its task for FY 2012, the committee heard from each department and prioritized the projects. This resulted in the recommendation to allocate \$767,700.73 from the capital stabilization fund and \$146,849.27 from remaining balances from completed capital projects. The committee also recommended that \$195,000 be appropriated from Water Enterprise free cash to fund various capital needs. Lastly, Town Meeting authorized the borrowing of \$925,000 for the construction of the Abbot Elevator, the purchase of a street sweeper for the Highway Department, and the purchase of a base radio for the Police Department. The committee also compiled a "straw man" five year capital plan.

As we move forward, the committee will look to further enhance its communication process with town departments, work more closely with other committees and commissions to ensure that their capital needs are fully understood and are undertaken with the proper prioritization, continue to enhance the justification requirements for capital and whenever possible, ensure that a cross-section of needs are evaluated in a consistent manner (for example, vehicle and truck replacements). Additionally, the committee will help the town understand the tax impact of capital expenditures, and consider the relative need, timing and cost of each capital expenditure, including methods of financing, possible federal or state aid or grants, the cost of maintaining the facility or equipment, and the effect each capital expenditure may have on the financial condition of the town.

March 26, 2011 Annual Town Meeting Capital Appropriations

It was VOTED by a two-thirds declared majority that the Town transfer the sum of \$767,700.73 (SEVEN HUNDRED SIXTY SEVEN THOUSAND SEVEN HUNDRED DOLLARS AND SEVENTY THREE CENTS) from Capital Stabilization Fund.

Mark Kost
Chair - Finance Committee
Valerie Wormell
Board of Selectmen
Arthur Benoit
School Committee
John Cunningham
*Conservation Commission &
Master Planning Committee*
Tom Mahanna
*Permanent Town Building
Committee*
Bill Olsen
Superintendent of Schools
Jodi Ross
Town Manager
Dan O'Donnell
Budget Director

CAPITAL PLANNING COMMITTEE – CONTINUED

And further

That the town transfer the sum of \$146,849.27 (ONE HUNDRED FORTY SIX THOUSAND EIGHT HUNDRED FORTY NINE DOLLARS AND TWENTY SEVEN CENTS) from the following accounts in the following amounts:

Brookside Dam Repair Article 13 ATM May, 2003	\$8,206.49
Police Station Construction Article 14 ATM May, 1997	35,000.00
Town Hall, Police & Fire Parking Lot	29,821.98
Highway Garage Construction Article 12 ATM May, 2001	73,820.80

to provide for the following capital requests:

Selectmen	\$17,000	Upgrades to crosswalks at town center and any other related costs
Technology	\$200,000	Infrastructure & computer plan project and any other related costs
Technology	\$50,000	Upgrade wiring/cabling at various buildings and any other related costs
Police Department	\$75,000	Two cruisers and accessories and any other related costs
Fire Department	\$ 35,350	Replace Fire Chief's vehicle and any other related costs
Fire Department	\$68,200	Positive pressure diesel exhaust removal systems at Nabnasset and Rogers Fire Stations and any other related costs
Fire Department	\$60,000	Rehab Engine 4 and any other related costs
School Department	\$64,000	Purchase 11 foot multi-purpose tractor and any other related costs
School Department	\$70,000	Installation of Abbot School elevator and any other related costs
Town Manager	\$40,000	Modifications/repairs of various wastewater treatment facilities and any other related costs
Highway	\$125,000	Engineering of Rte 40 retaining wall and culvert at Keyes Brook and any other related costs
Highway	\$25,000	Replace/repair retaining wall at Main & Flagg Streets and any other related costs
Cemeteries	\$10,000	Replace mower and any other related costs
Cemeteries	\$75,000	Purchase of a backhoe/loader and any other related costs

CAPITAL PLANNING COMMITTEE – CONTINUED

And further

That the town appropriate from Water Enterprise Free Cash the sum of \$195,000 (ONE HUNDRED NINETY FIVE THOUSAND DOLLARS) to provide for the following capital requests:

Water Department	\$75,000	Water tank repairs and any other related costs
Water Department	\$80,000	Replace backhoe and any other related costs
Water Department	\$40,000	Replace pick-up truck and any other related costs

Article 15. Installation of Elevator at Abbot School
\$500,000 (FIVE HUNDRED THOUSAND DOLLARS)
[Massachusetts General Laws Chapter 44 Section 7\(3\) and \(3A\)](#)

Article 16. Purchase of Street Sweeper for Highway Department
\$225,000 (TWO HUNDRED TWENTY FIVE THOUSAND DOLLARS)
[Massachusetts General Laws Chapter 44 Section 7 \(9\)](#)

Article 17. Purchase of Base Radio for Police Department
\$200,000 (TWO HUNDRED THOUSAND DOLLARS)
[Massachusetts General Laws Chapter 44, Section 7 \(14\)](#)

BOARD OF CEMETERY COMMISSIONERS

The Cemetery Commission acts as the policy setting committee for the Town's six cemeteries. The Commission is responsible for the expenditures from various cemetery trust funds, oversees the operation and care of the town-owned cemeteries. The three member Commission is appointed by the Town Manager and meets quarterly and will schedule additional meetings as needed. Website www.westfordma.gov/cemetery

Daniel Provost
Chair

George "Yogi" Rogers
Jonathan Ash
R. Bradley Potts
alternate

The department maintains five town cemeteries and one burying ground. Fairview, Hillside, Westlawn, and Wright Cemeteries are listed on the National Register of Historic Places (individual property). Old Pioneer Burying Ground is located in Parker Village. Pine Grove Cemetery located in Forge Village opened in 2002. The Cemetery Supervisor operates out of the Pine Grove office and maintenance garage. The Cemetery operation is a division within the Parks, Recreation, and Cemetery Department; Patricia Savage, Director, Jonathan Revis, Parks/Grounds Operations Supervisor, Richard Nawoichik, Cemetery Supervisor, and Danielle Leblanc, Department Senior Assistant. The division is responsible for the day to day maintenance of the cemetery grounds, burials, sale of lots, and burial and grave lot records. The Town Clerk retains permanent records of death certificates and burial permits.

Long time Commissioner Member Barbara Blanchard resigned November 1, 2010 to pursue time in Maine and other activities. Barbara was first elected in 1990 capturing 2655 votes to Jack Carson's 1475. She continued as a Commission member until 1997. She was appointed in 2003 and served continuously until her resignation.

Barbara is a lifelong resident of Westford growing up on Blanchard Farm on Graniteville Road (now Blanchard Farm Condominiums). She graduated from Westford Academy and Lowell General Hospital School of Nursing. She followed in the footsteps of her father, Walter Blanchard, who was Superintendent-Commissioner for more than a decade. Her understanding and experience with cemeteries and related matters will be missed. The Commission and staff wish her well and plan on calling on her expertise as needed.

The Cemetery Department received a number of donations this year. The Anselmetti family donated a granite bench that is located in Pine Grove Cemetery section C. Roberta "Robin" Connell donated a Japanese Maple tree and granite marker in Pine Grove section E. Westford Cub Scout Pack 99 lead by Mr. John Feehrer donated and planted an American Elm tree in Pine Grove section A. The Elm tree was donated in recognition of the Boy Scouts of America 100th anniversary.

Equipment replacement or repairs were completed this year. Repairs were made to the garage door and flag pole at Pine Grove Cemetery. In addition to small hand tools and supplies new or replacement equipment included backpack blower, coco matting, certified lowering chains, metal detector, and lowering straps.

BOARD OF CEMETERY COMMISSIONERS—CONTINUED

The Capital Committee and Annual Town Meeting approved the replacement of the Hustler mower and a backhoe loader that has slide reach and 90 degree supports. A Walker mower has replaced the Hustler mower. A backhoe is in the bid process.

The Cemetery Supervisor and Parks Crew member maintain the cemetery equipment and save the town money by keeping the equipment in good repair. Cemetery trucks are maintained by the highway department with a charge back to Cemetery budget. Fuel charges increased this fiscal year to include the months of November – April. Previously fuel charges were paid from the Highway snow and ice budget. The additional charges were absorbed within the budget by savings in other areas. As the change was made without notification no additional funds were included in the FY'12 budget which may require a reserve fund transfer. With FY'13 additional funds will be included in the budget for fuel.

Community Preservation funds were used to complete the restoration and straightening of monuments in several cemeteries. Additional repairs were funded from perpetual care funds and specific cemetery trusts.

Veterans' graves are marked by military makers with flag holder. The Cemetery Commission voted to have flags only removed after Veterans Day and replaced prior to Memorial Day. The flags do not hold up with the harsh New England weather becoming torn, ripped, or blown out of the holder. The military markers will remain so people can identify veterans' graves. This worked out well and we received a number of compliments with the re-appearance of the flags for Memorial Day. The department is very grateful to the veterans organizations and Veterans Agent Terry Stader for arranging the replacement of the flags and missing markers.

Cemetery projects included the continued clearing of road extension to accommodate overflow parking for funerals. An area was cleared behind the maintenance building for growing of nursery stock. Compost and stockpile areas were cleared in Pine Grove and Fairview and were clearly marked with appropriate signage.

Department Assistant Danielle Leblanc works on improving the cemetery management software set up by the IT department. The data transfer was not complete and did not include Fairview Cemetery. She will continue to input and revise data to assure accuracy of records.

Commissioner George Rogers and Director Patricia Savage have been attending meetings on the most recent Public Works Initiative. See the Public Works Initiative Committee report for details

Sale of lots - 35

Burials - 32 full burials

18 cremation burials

1 stillborn

COMMUNICATIONS ADVISORY COMMITTEE

The Communications Advisory Committee (CAC) is the Westford town board that advises and represents the interests of the Westford Board of Selectmen in their role as franchise authority for cable television and with regard to other services provided by Westford's cable operators (Comcast and Verizon). The CAC also advises town residents regarding similar services that may be provided by a variety of broadband companies. Such services include Digital Subscriber Line (DSL) Internet access, and Voice over Internet Protocol (VoIP) local and long distance telephone service. The CAC does not deal with dial-up Internet access or conventional telephone service. Formerly called the Cable Advisory Committee, the CAC's charter was extended by the Selectmen in 2004 to include oversight of the additional broadband services mentioned, and the Committee's name was changed accordingly.

Dave Levy
Chair

Jim Silva
Tony Vacca

The CAC negotiates and enforces cable TV license provisions with Comcast, which has been the town's cable operator since January 2003 and now also with Verizon, incumbent as a cable operator in Westford since October 2009, when the final license for FiOS TV was signed and entered into force. The CAC also serves as an advocate for individual Westford citizens in all matters involving the cable operators, as well as providers of other information and communication services (e.g., Internet access and IP telephony), which may be subject to a variety of regulatory frameworks. We encourage all interested parties to attend our meetings to air their concerns, to ask questions or just listen. CAC meetings take place on an occasional basis at the J. V. Fletcher Library, usually starting at 7:00 PM. Check postings at Town Hall for specific dates, or contact the CAC to find out about upcoming meetings.

Apart from the issue of perennial price increases, and continued curiosity about FiOS service availability in some parts of town (see below), there have been very few concerns voiced by subscribers regarding residential cable service in Westford in 2010, the sixth year of the ten-year term of the current renewal license with Comcast, and the first full year of the 15-year term of the final license with Verizon.

Verizon largely completed their above-ground fiber-optic infrastructure build-out by the end of 2009. However, construction in many areas served by underground utilities was still incomplete by the end of 2010 – and are allowed by statute to remain so up to the fourth anniversary of the Verizon License (October 2013), at the company's discretion. Numerous inquiries to the CAC in 2010 from prospective FiOS subscribers involved complaints that Verizon will not share construction schedule information with concerned citizens affected by FiOS construction delays. The company recommends that interested parties sign up online to get notified when FiOS service becomes available at their address. The CAC suggests that those in still-unserved areas enlist their neighbors to contact Verizon individually, in order to further emphasize the local demand in their neighborhood. Doing so might speed up construction there vs. areas with less demand.

COMMUNICATIONS ADVISORY COMMITTEE – CONTINUED

Verizon is currently providing service upon request to those whose streets have been connected to the FiOS network, and have been marketing heavily by mail and on TV ads throughout 2010. For their part, Comcast is reacting to the new competition by offering potentially attractive promotions to both current and new subscribers in Westford, and has been advertising new internet-based enhancements, branded under the name XFINITY. See <http://xfinity.com> for more details about these service enhancements.

Verizon now provides support for local access (PEG) programming for Westford FiOS TV subscribers in a similar fashion as has long been available from Comcast i.e., by providing funding and local access infrastructure to Westford CAT. The new Meeting Room at the restored Town Hall, as well as several other town buildings with prior Comcast local access video origination, were all connected to the FiOS network during 2010, and can now be used for live FiOS TV broadcasts.

The most important concerns of the CAC continue to involve the operations of Westford Community Access Television (Westford CAT), during its fifth year as Westford's local access provider. Westford CAT is an independent non-profit corporation and is governed by a Board of Directors comprised of members of the Westford community. The organization functions in accordance with the associated Public, Educational and Government (PEG) Access provisions in the Comcast renewal license, as well as the more recent Verizon final license.

Here is an overview of the operation of the current Westford PEG access channels:

Public Access – Comcast Ch. 8 / Verizon Ch. 35

The Public Access channel showcases programs developed by community members utilizing Westford CAT's studio facilities and/or editing capabilities. Programs from other towns that Westford residents would like to sponsor locally can also be scheduled on this channel. PEG Access infrastructure can support live programming from the studio and several remote locations. Contact Westford CAT for information on their policies regarding live programs and on how to get involved in making your own shows as well. Locally produced programs can be viewed online at any time via streaming video.

Educational Access – Comcast Ch. 9 / Verizon Ch. 33

The Educational Access channel may be used by Westford educational institutions to show programs they produce or sponsor. This includes both the Westford Public Schools and Nashoba Valley Technical High School. Live broadcasts and streaming video of locally produced Educational Access programs are sometimes available.

Government Access – Comcast Ch. 10 / Verizon Ch. 34

The Government Access channel rebroadcasts programs involving the local town government in Westford, including Board of Selectmen meetings, School Committee meetings, Planning Board meetings, as well as special local government events, such as Town Meeting. These meetings can also be viewed online at any time via streaming video.

COMMUNICATIONS ADVISORY COMMITTEE-CONTINUED

For more information about Westford CAT, including program schedules, more details about their operations, and links to online program content via 24/7 streaming video, visit their website: westfordcat.org.

The official CAC website, www.westfordma.gov/cac, provides Westford citizens with information on a variety of cable-related topics, and is slated for major updates in 2011.

The Westford CAC can be contacted by letter mail at Town Hall, or preferably by sending email to: cac@westfordma.gov.

COMMUNITY PRESERVATION COMMITTEE

The Community Preservation Act (CPA) allows Westford to preserve our community character in the areas of open space, community housing, historical resources, and land for recreational use. Westford residents pay a 3% property tax surcharge to fund such community preservation projects.

FY 2011 Community Preservation Funds: \$1,837,428.11

The state offers matching grants from the Community Preservation Trust Fund, whose revenue is generated from designated fees at the Registry of Deeds. Because Westford set the CPA property tax surcharge at 3%, the town is eligible for additional funds from the state that other communities may not be eligible for. Westford received a 32.8% state match of \$485,429 on October 15, 2009.

However, due to the decrease in revenue at the Registry of Deeds and the increase in the number of communities who have adopted the CPA program, Westford received a state match of \$386,547 on October 14, 2010. The state match was only 28.8% of matching funds.

In FY 2011, Westford locally raised \$1,450,881.11 in Community Preservation funds.

Westford has an annual commitment of approximately \$800,000 for its bond payment for the purchase of East Boston Camps. In addition, CPC funds were also used for the Town Hall renovation. The annual debt payment is under \$100,000 annually.

3% Community Preservation property tax surcharge	\$1,303,521.74
Investment income	\$144,429.70
Interest on late tax payments	\$2,929.67
Local FY 2011 Community Preservation total	\$1,450,881.11
<u>State Match (received 10/14/10)</u>	<u>\$386,547.00</u>
TOTAL FY 2011 Community Preservation Funds	\$1,837,428.11

In 2011, the Community Preservation Committee (CPC) recommended projects at the Annual Town Meeting.

March 26, 2011 Annual Town Meeting

On March 26, 2011, the CPC recommended and Town Meeting unanimously approved \$1,269,100.00 in community preservation projects. A transfer from the undesignated fund balance to the community housing reserve was also made in the amount of \$200,276.

Kathleen Healy <i>Chair (At-large)</i>
Committee representation
Marilyn Frank <i>Vice-Chair</i>
<i>Conservation Commission</i>
Scott Hazelton <i>Housing Authority</i>
Kate Hollister <i>Planning Board</i>
John Cunniffe <i>Historic Commission</i>
Ken Hanly <i>Parks and Recreation Commission</i>
At-large members
Christine MacMillan
Elizabeth Michaud

COMMUNITY PRESERVATION COMMITTEE-CONTINUED

Open Space Funding

\$190,000 Conservation Trust Fund

The funds were designated to be used for future land purchase by the Conservation Commission. These funds were appropriated from the Community Preservation Undesignated Fund Balance Account.

Community Housing Funding

\$200,000 Affordable Housing Trust

To the Affordable Housing Trust for the creation, preservation, support, rehabilitation or restoration of affordable housing and any other related costs. These funds were appropriated from the Community Preservation Community Housing Fund Reserve Account.

Historic Funding

\$28,000 Replacement of Roudenbush Community Center Roof

To restore or replace a portion of the roof at the Roudenbush Community Center and any other related costs. These funds were appropriated from the Community Preservation Undesignated Fund Balance Account.

\$20,000 Historical Museum Roof

To restore or replace the Historical Museum roof located at 2 Boston Road and any other related costs. These funds were appropriated from the Community Preservation Undesignated Fund Balance Account.

\$15,000 Feasibility Study on North Main Street Retaining Wall

To conduct a structural, historical, and engineering review of the granite retaining wall along North Main Street and any other related costs. These funds were appropriated from the Community Preservation Undesignated Fund Balance Account.

\$216,825 Town Farm Road Window Replacement

To replace the windows at the building located at 35 Town Farm Road and any other related costs. These funds were appropriated from the Community Preservation Undesignated Fund Balance Account.

\$21,850 Library Greek Revival Windows

For the refurbishment of the final six Greek Revival style windows in the J.V. Fletcher Library and any other related costs. These funds were appropriated from the Community Preservation Undesignated Fund Balance Account.

COMMUNITY PRESERVATION COMMITTEE-CONTINUED

Recreation

\$250,000 Westford Community Fields – Nutting Road

To supplement the construction of two synthetic turf fields at Nutting Road and any other related costs. These funds were appropriated from the Community Preservation Undesignated Fund Balance Account.

Administrative Funds

\$15,000 Community Preservation Committee Administrative Expenses

Community Preservation Committee administrative funds are used for expenses such as copying, public hearings, legal opinions, annual dues and approximately 260 hours of professional staff support per year to assist in coordination and administration of CPC projects. These expenses are appropriated annually, as unused expense funds are returned to the undesignated Community Preservation Fund.

Appreciation

The Community Preservation Committee would like to recognize town staff, boards, and officials for their valuable input concerning the use of CPA funds and Westford's community needs. Most importantly, the Committee would like to thank the people of Westford for their generous support of our town and community.

CONSERVATION COMMISSION

The Commission generally meets on the second and fourth Wednesday of each month at 7:30 P.M. The principal work of the Commission is review, under the State Wetlands Protection Act and local non-zoning wetlands bylaw, of land alteration and construction projects, from home additions to major residential and commercial developments, to assure protection of the vital interests provided by wetlands. A summary of the kinds of review and the number of filings by type for the last ten years are provided on the Statistics Page at the end of this report.

In the administration of the Wetlands Protection Act and local non-zoning wetlands Bylaw, significant new projects reviewed and approved included the 20 unit affordable housing project known as Cottages in the Woods located on Boston Road just north of Rt. 495, renovation of the sawmill at the Kimball's Farm complex, and a vegetation management program for maintenance of wildlife habitat at Lakeside Terrace in the Lakeside Meadows subdivision at the west end of Lake Nabbasset. Most of the rest of the filings received were generally for single family homes, or additions to existing dwellings. Work continued on construction of significant projects including the Boch Honda dealership on Littleton Road, the Graniteville Woods affordable housing project and the Laughton Farms subdivision. The developer cleared the trees at the location of Westford's largest retail project, Cornerstone Square but it is not known when actual construction of the site will begin. The Commission finalized a mitigation program with Kimball's Farms in relation to the construction of an arcade tent structure directly adjacent to a tributary stream to Nashoba Brook without a permit. The mitigation will include placement of a permanent conservation restriction on over 36 acres along Nashoba Brook and at the tributary stream and installation of improvements to stormwater drainage control and treatment features on an access road on the site.

The Commission issued four Enforcement Orders during the course of the year. These Orders were issued in relation to work conducted in or near wetlands without permits as required under the State Wetlands Protection Act and local non-zoning wetlands bylaw. This work included excavation in Nashoba Brook and installation of a well for golf course irrigation, clearing of land and filling of wetlands for construction of the Tiki Bar at the Nashoba Valley Ski Area., clearing of trees adjacent to a quarry pond located off Ledge Road, and disturbance of a drainage outfall area at the end of Pond Rd.

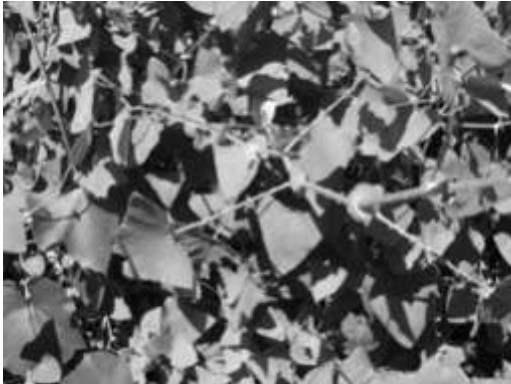
Any kind of new disturbance, not just construction of new structures, such as clearing of vegetation or excavating or filling of land in or within 100 feet of wetlands requires the approval of the Commission. If you are considering such work, please contact the Commission's agent, William Turner, at 978-692-5524, who will be happy to advise you whether the proposed work is near wetlands, and if so, what the permitting requirements will be.

Eric Fahle
Chair
Peter Mahler
Vice Chair
Marilyn Frank
Ann Jefferies
John Cunningham
Jim Gozzo
Brian Douglas
Staff
William Turner
*Conservation/Resource
Planner*

CONSERVATION COMMISSION—CONTINUED

Using funds contributed by the developer, the Commission contracted for a study of the impact of development on vernal pool amphibian populations at a project at 304 Groton Road. In 2005, prior to the development work, a sampling survey had been completed of the populations and eggmass counts of two vernal pools on the site. Because amphibians rely heavily on surrounding woodlands outside of the spring breeding season, there is concern that loss of those areas can significantly affect their populations. However there have been few before and after studies. In this case, while about one half of the site was protected in a permanent Conservation Restriction, about one half was cleared for house construction. A sampling survey using the same methodology as the 2005 study was completed in 2011. The result showed a significant drop in amphibian captures and egg mass counts and appears to confirm theories regarding the impact of loss of upland habitat on vernal pool dependent species populations. However, the colder weather conditions of the spring could have affected timing of population movements, so the Commission will conduct additional follow up study.

Of great concern was the discovery during the year of the presence of a new invasive plant in town, known as Mile-A-Minute vine. Mile-A-Minute is a rapidly spreading, spiny annual vine growing at rates of six inches per day, smothering native vegetation on its way to attaining a final length of 20 feet.



Mile-A-Minute Vine

The vine has been found in locations off Lowell Road and Stony Brook Road. Massachusetts Department of Agriculture applied for and was granted a permit by the Commission to remove by hand any vine found in or within 100 feet of wetlands in town, provided they have the permission of the landowner. This plant is a threat not only to wetlands but all naturalized

areas in town and we would appreciate residents keeping an eye out for this plant and notifying the Commission office at 978-692-5524 if they spot it. Images, information, and a recent guide to similar species to aid in identification of this highly invasive plant can be found at a website created by the collaborative efforts between the Department of Agricultural Resources and UMass Extension at www.massnrc.org/pests/linkeddocuments/mamflyer_mass.pdf

CONSERVATION COMMISSION—CONTINUED

Eagle Scout Aziz Rangwala has organized a volunteer program to try to control the spread of the vine and dozens of volunteers have spent their weekends on the sites pulling up the new plants by hand before they can flower and produce seed. The two main sites, off Grey Fox Lane and on Lowell Road at the Laughton Realty development property, are next to streams and the concern is that without an effective control program the seeds will find their way down the Merrimack River watershed and the plant will become far more widespread. Our thanks to Aziz and also to Ron Gemma and Mary Lyman, the Westford Conservation Trust and all the other volunteers who are participating in this very important project. If you are interested in becoming involved, you can find more information and register to help at the following website: www.westfordinvasivespecies.webs.com.

As has been the case over the past few years, a significant part of the Commission's time was taken with addressing the care and custody of East Boston Camps (EBC). Significant progress has been made towards realizing an EBC master plan goal of continuing summer camp programs. Following receipt of the required Town Meeting and State legislative approvals, the Commission initially issued a Request for Proposals (RFP) for operation of a day camp only during the months of July and August for a portion of the camp known as the Boys Camp for five years, with an option to extend for five years. Only one response was received, which was deemed unresponsive due to failure to meet minimum requirements for the submittal. The Commission redrafted the RFP to expand the scope for both day and/or overnight camp operations and revised the minimum requirements and re-issued the RFP. Two proposals were received. Only one was found to be responsive and the Commission awarded the lease to Guard Up! Inc. of Burlington. Guard Up runs a role playing camp, and more information can be found at their website: www.guardup.com. and at the Commission's web page. The town will be compensated both in cash payments and in repair work on the buildings, depending on how many weeks of camp the lessor chooses to run in a given year. For instance, for a six week program the rent is \$14,000 plus \$8,000 worth of renovations and repairs. This goes up to \$17,000 and \$11,000 of renovations/repairs for a nine week program. The Commission is pleased that Guard Up also offers a scholarship program for underprivileged children, in line with one of the master plan goals for the camps to make sure they continue to be available to children from low income families. The Recreation Department, under the oversight of Director Pat Savage, ran a number of programs at the Camps, including their popular Destination Exploration and Counselor Leadership programs in which over 250 children and young adults participated. The Recreation Department now runs the facilities licensing program for EBC. Certain buildings are available for overnight stays, functions or other programs. In FY '11 this program generated \$3,480 in income.

CONSERVATION COMMISSION—CONTINUED

Thanks to passage of an article at 2011 Annual Town Meeting, income from the camp lease and other licensing and from donations will go to a revolving fund that as of fiscal year 2013 can be used to offset the cost of maintenance of the facility, thereby working towards meeting another master plan goal to have camp and group user fees, donations and/or grants pay for all camp operating costs and the costs of maintaining the buildings used for camp activities.

Volunteers continued to play a large part in the restoration of East Boston Camps. The Friends of East Boston Camps worked on significant repairs to the kitchen in the Dining Hall and the Infirmary. The Westford Academy Service Team returned for a second year to the Camps. With the guidance of faculty advisers Libby Porter and Cory Roman the 32 member strong team spent Saturday, May 14 on a variety of projects across the camp grounds. They spread new sand to replenish the Boys Beach area, and installed five new benches there. Five picnic tables were sanded and refinished and two new tables built. A fence was placed around the dumpster at the Kitchen and Dining Hall Building, and the fire pits at the Directors Cabin and Day Camp were renovated. They were assisted by a number of adult volunteers, including Conservation Commission member and member of Friends of East Boston Camps Peter Mahler, Planning Board member Kate Hollister, Libby Porter's husband Tom and Ken Kravitz (former Community Service Team adviser and founder of the club). Jeff Mount, who is working on the camps getting them ready for Guard Up! Inc.'s camp program later this summer also helped out. Four Eagle Scouts completed projects at East Boston Camps. Our thanks to Kevin Bush for the signs identifying the buildings that he installed; to Alex Lacon for the heavy duty bunks he installed in two of the cabins; to Alex Feather for the grand new fire pit and benches that he created and to Nate Merrell for his restoration of the Basketball Court.

Our deepest thanks to these groups and individuals for their hard work and dedication towards preserving this community resource and also our thanks to the Parks, Recreation and Cemetery Department, the Highway Department and the School Department for their help in maintaining the property. And always, our thanks to long time caretaker, George Fletcher, for his dedication and devotion to this special place.

The Commission has nearly 1,700 other acres of land under its care and custody throughout the town providing important outdoor recreation opportunities. On these lands volunteers also are a critical part of their maintenance. The Westford Trail Stewards, led by Kate Hollister and Bill Harman, provide important work on keeping these lands accessible and clean. If you are interested in participating in this group, contact either Kate or Bill. More information on this program is available at the Commission's website. As always, Eagle Scouts candidates also provided service projects. Our thanks to Ben Wesley for his work installing a hand railing and bench at the Mill Pond, to Aziz Rangwala for his footbridge project at the Emmet Conservation land, to Dan Turnbull for his footbridge over Snake Meadow Brook at the Gould Road conservation land, to Nathan Prentice for his work at Freedom Park on Pond Street, including installation of new signs, and to Michael McKee for installation of a substantial new board walk along a section of the Tom Paul Trail off Evergreen Circle.

CONSERVATION COMMISSION—CONTINUED

The acquisition, protection and preservation of Open Space land has been for decades and continues to be a key component of the community's master plans. In FY'11 the Commission received approval of the latest update of the Open Space and Recreation Plan from the State Executive Office of Energy and Environmental Affairs. It is accessible via a link from the Commission's website.

The Commission acquired several important new parcels of land in the course of the year. These include 42.5 acres located east of Hildreth Hills, north of Rt. 495 and west of Rome Drive, adjacent to a large area of existing town land under the care and custody of the Conservation Commission acquired for \$200,200 from Leonard Schwab. This is a beautiful area of mature hardwood stands, traversed by a rocky brook, flowing below and the steep slope of a dramatic glacial esker. Ancient stone walls surround and traverse the property. This, along with the acquisition of 22.5 acres of abutting land from Lorain Realty Trust for \$56,750, has now resulted in a contiguous protected area of over 300 acres in this part of the town. These two parcels were acquired using Community Preservation Act funds that had been allocated to the Commission by Town Meeting vote. Nearby an additional 12.1 acres located along Boston Road and the ramp to Rt. 495 was transferred to the care of Conservation Commission from the Selectmen as part of the arrangement in relation to the conveyance of town land north of this area for construction of the Cottages in the Woods affordable housing project. The other Conservation acquisition was of 12.9 acres on Stony Brook west of Stony Brook Road, donated to the town by Nagog Homes, LLC as part of the conditions of approval of the Grey Fox Lane subdivision project.

Two permanent Conservation Restrictions were approved by the Executive Office of Energy and Environmental Affairs. The first was for the 6.4 acres open space parcel at the Elderberry Estates subdivision off Acton Road, which includes a public trail access which connects to the Freeman Rail Trail, and the second was for the newly acquired Schwab parcel, in line with requirements that parcels acquired using CPA money have permanent restrictions placed on them. The Westford Conservation Trust agreed to be the grantee of the restriction.

The Commission received several requests for permission to hunt on land under its care. In general very little land in town is open to hunting due to setback requirements from roads and dwellings. There is a map showing the restricted and open areas on the GIS Department page on the Town website.

Town-owned land is shown as color coded parcels by department care and custody. Hunters must always have the written permission of the landowner to hunt, including on town land, where they must receive the permission of the department having care of the land. While much of the land under the Commission's care meets state setback requirements, the heavy recreational trail use preclude hunting in most of these areas. The Commission did give permission to one hunter to bow hunt from a blind in the middle of the Day Agricultural Land farm field.

CONSERVATION COMMISSION—CONTINUED

Michael and Anne Gagnon of Bear Hill Farm in Tyngsboro completed the first year of their lease of the Day Agricultural and Conservation land located off Graniteville Road for an organic farming operation. Anthony and Fenella Levick of Monadnock Berries continued their excellent work in managing the Hill Orchard and Farm Stand.

The Commission saw membership changes during the year. Frank Winters decided not to seek re-appointment for another terms and Brian Douglas of Old Homestead Road was appointed by the Selectmen to fill the position. Our deep thanks to Frank Winters for his years of service and our best wishes for his further endeavors.

Commission members also participated on other town committees. Jim Gozzo was also a member of the East Boston Camps Advisory Group, as were Peter Mahler and Marilyn Frank. Marilyn Frank also served on the Community Preservation Committee and Water By-Law Review Committee. John Cunningham also served on the Water By-Law Review Committee, as well as on the Capital Planning Committee and Ad Hoc Public Works Committee.

CONSERVATION COMMISSION STATISTICS*

Summary, filings received, 2006 – 2011 (2006 to 2010 on calendar year basis, thereafter on Fiscal Year basis)

<u>Year</u>	<u>Requests For Determination</u>	<u>ANRAD</u>	<u>Notices of Intent</u>	<u>Emergency Certificates</u>	<u>Violations/ Enforcement Orders</u>
2006	18	6	28	16	2
2007	17	4	24	7	7
2008	12	5	29	10	5
2009	12	0	29	13	12
2010	15	1	41	7	4
FY '11	13	0	36	7	4

*The work by the Commission involves several types of review: (1) Request for Determination, in which the Commission is asked to approve relatively minor work within 100 feet of wetlands; (2) Abbreviated Notice of Resource Area Delineation (ANRAD) in which the Commission is asked to approve a surveyed plan showing wetland boundaries. (3) Notice of Intent, meaning that an applicant has notified the town of an intention to build a structure or any type of work in a wetland or the land around a wetland. (4) Emergency Certificate, when rebuilding a septic system or some other emergency work necessitates alteration of a wetland or nearby land on short notice. The Commission issues Enforcement Orders in relation to violations of the State Act or local bylaw when work commences within a jurisdictional area without a proper permit from the Commission, or work is conducted in violation of the conditional requirements of a permit issued by the Commission.

COUNCIL ON AGING

The Council on Aging (COA) web address is westford-ma.gov/coa. Please visit our site to gather the latest information on an activity or service we provide. Our monthly newsletter is also posted on our web site. We now have WiFi.

The Council on Aging has experienced continuous growth this year with our return to the renovated and expanded Cameron Senior Center. Our senior (age 60 and over) population is now 3,741. We experienced a growth of 47% more units of service provided to 34% more individuals. Our statistics show 37,806 duplicated seniors were served at Cameron and 1,589 individuals signed into the facility. Some of our highlights are listed below:

Helena Crocker
Chair

Nancy Cook
Dorothy Hall
Cecilia Healy
Patricia Holmes
George Rogers
Robert Tierney

Grand Re- Opening of the Cameron Senior Center in September 2010

Boston Post Cane presented to Mary O. Jensen

Fitness room registered over 250 unduplicated participants the first year

Volunteer appreciation celebration event was enjoyed by 75 volunteers in June

Community Food Pantry located at Cameron increased hours and days for food pick-up for the convenience of their clients

85 residents received volunteer health insurance counseling known as S.H.I.N.E. (Serving the Health Information Needs of Elders) at Cameron

Federal and State Income tax applications were completed for 176 clients

Early morning "Royal Wedding Celebration"



COUNCIL ON AGING—CONTINUED

Since our return to the newly renovated building, all staff has been increasingly involved in programming and other activities within the building. A programming committee was formed and has worked closely to offer a diverse group of activities which appeal to a wide range of groups to include wellness, art and music, education and social offerings.

Our Social Worker and Outreach Services continued to expand and new relationships with businesses and volunteer organizations have been developed. A few of our partners in the listed endeavors include Westford Academy PRIDE, Blanchard Middle School students, Whitney Herrick Fund, St. Vincent DePaul, Community Teamwork, Merrimack Valley Food Bank, Garden Club, Women's Club, Inn at Robin's Brook, Rotary Club, Kiwanis, banks, Elder Services of the Merrimack Valley, Sonus, Juniper Networks, church groups, and legislators to meet the needs of residents. Activities include fall yard clean-up, handyman help, bucket brigade, S.N.A.P. applications, leaf pick-up, suggestion box, emergency preparedness questionnaire, spring clean-up, home repairs, wellness resource fair, cell phone collection, and education and support programs for caregivers.

The Veteran's Service Officer conducts office hours here every Thursday morning. A Police Detective meets with seniors monthly on the second Thursday from 11 a.m. – noon.

SENIOR SOCIAL SERVICES

Senior Social Services encompass a wide range of services whose goal is to ensure that Westford's seniors are able to maintain their independence in a safe and secure environment and are able to receive the support and guidance necessary if any changes take place. Additionally, referrals and guidance are extended to families who are out of the area and who are in need of assistance for their family members living in Westford. Support, assistance and referrals are also available for non-elder residents on a regular basis. Social Service staff includes a full-time Social Worker and a part-time Outreach Coordinator who is available 20 hours a week. The department offers a well-rounded team approach to Council on Aging Services.

Social Services numbers continue to increase as a direct result of ongoing visibility within the community, staff longevity and a strong outreach effort. In FY11 the social service's team had 1218 office visits, which is a 35% increase, along with a 27% increase in phone calls. Home visits have remained stable, but often involve more complicated issues and follow-up with families and other resources through phone and office visits.

COUNCIL ON AGING—CONTINUED

YEARS

	2007	2008	2009	2010	2011
HOME VISITS	650	737	674	579	578
OFFICE VISITS	300	630	747	896	1218
TELEPHONE CALLS	3500	4319	3985	4020	5113

TRANSPORTATION

Van service provides transportation for ages 60 and over and the disabled of Westford to keep medical, nutritional, social, shopping and other appointments. This service operates within Westford and surrounding towns.

Vans are provided by the Lowell Regional Transit Authority (LRTA) and administered by the COA. Three vans, used for medical/shopping, appointments, errands, socials and Cameron Center activities, covered a combined 65,708 miles, an increase of eight-hundred fifty-one (851) miles. One-hundred-forty-seven (147) individual (unduplicated) seniors and disabled people availed themselves of this service. The table below shows the use by unduplicated riders and mileages for the last five years.

YEARS

During FY 2011, the vans provided:

	2007	2008	2009	2010	2011
UNDUPLICATED	236	207	208	154	147
MILES	67,123	65,528	66,549	65,851	66,708

- rides for 847 medical and 698 shopping trips
- rides for 1845 trips to and from the Cameron Senior Center for social, nutritional, recreational and educational functions
- transportation for an additional three-hundred and ninety four (394) riders to a special event occurred in June.

COUCIL ON AGING—CONTINUED

STAFF

Tina Lamy, van driver, resigned this year to take a full-time job and Michael Mathis, seasonal employee, resigned to go back to school. We wish them both well and a heartfelt thank you.

Joanne Sheehan, Director of Elder Services
Judith Ramirez, L.I.C.S.W. Social Worker
Annette Cerullo, Elder Outreach Coordinator
Claire France, Records Supervisor
Marjorie Hunter, Registrar
Jean Mahoney, Registrar
Eugene Jungbluth, Lead Van Admin.
Laura Mathis, Lead Van Dispatch
Christopher Mitchell, Maintenance
Angela Gagne, Volunteer Coordinator
Mary Sudak, Evening Supervisor
Joan Greenwood, Receptionist

Edna MacNeil, Receptionist
Ginger Burke, Driver
Jeanne Cronis, Driver
Tim Donovan, Driver
John Duffett, Driver
Bill Ewers, Driver
Bob France, Driver
Ed Greenwood, Driver
Al MacGilvray, Driver
Fred Palmer, Driver
Richard Bennett, Nutrition
Betsy Bulger, Seasonal

CULTURAL COUNCIL

The Westford Cultural Council received a total of \$3785 from the Massachusetts Cultural Council to distribute to organizations and individuals who applied for grants to support cultural activities that benefit Westford residents. The council was able to add to that amount from available funds, to reach a total of \$4000 of grant money. In awarding grants, the council seeks to serve a broad spectrum of Westford's population. The council received 24 applications and awarded grants to the following 14 applicants:

Aurora Winters <i>Chair</i>
Alice Phalen <i>Treasurer</i>
Barbara Bergin
Mary Lyman
Steve Pixley
Christine Robinson
Celeste Falcone
Norman (Gil) Briston

- Blanchard Middle School West Street Serenaders: \$500 to support activities of the vocal group, including performances at Town events throughout the year.
- Delvena Theatre Company: \$200 towards an audience participation performance at the Cameron Senior Center.
- Roudenbush Adult Social Day Program: \$250 to offset transportation costs to the Cameron Senior Center for special programs. However, this event was canceled so the grant will not be paid. Leftover grant money will be available to applicants in the 2012 grant year.
- Lowell Philharmonic: \$100 to support the Youth Concerto Competition and Pops Concert on May 6, 2011 at the Pawtucket Congregational Church in Lowell. Several Westford residents participate in this event.
- Jay Mankita: \$300 towards the program *Lean Green Cleanup Machine* at The Miller School. This program will support the Miller School's new recycling program. Mr. Mankita also provides teachers' guides and material for children to take home.
- Parish Center for the Arts: \$400 for the Chinese New Year Concert for Children at the PCA on Feb. 19, 2011. This grant will allow the PCA to offer tickets at a lower price, making the event more affordable to families.
- Emily Piper: \$300 to support the establishment of the Middlesex Children's Chorale.
- Westford Chorus: \$350 toward the winter concert performance of *The British are Coming!* at First Parish Church United in Westford.
- Discovery Museums of Acton: \$100 towards Free Friday Evenings during the summer of 2011.
- The Marble Collection: \$50 towards a redesign of the website of this literary magazine for high school students.
- Big Paper Design: \$550 to support a workshop for WA students in designing and creating a paper sculpture to be used at the Westford Regional Art Event in April.

CULTURAL COUNCIL—CONTINUED

- Illumination Opera: \$500 to support the performance of *Opera Scenes* at the PCA in February 2011.
- Nashoba Valley Band Concert: \$250 to support a free concert on the Westford Common that was held on August 21, 2011.
- Robert Creeley Foundation: \$150 towards the Annual Poetry Award ceremony at Acton-Boxborough Regional HS in March 2011. In addition to an award to a well-known poet, two Massachusetts high school students are awarded prizes. Students from Westford have entered this competition.

In addition to awarding grants, the Westford Cultural Council sponsored a free Family Fun Festival on the Westford Common on July 3, 2010. This event included a performance by the local bluegrass band *Boston Road*, as well as activities for children.

For more information on the Cultural Council, see our page on the town's website under Community, www.mass-culture.org/Westford or email culturalcouncil@westfordma.gov.



EMERGENCY MANAGEMENT AGENCY

The Emergency Management Agency provides emergency planning, coordination and procurement of resources during an emergency. Additionally, E.M. assists citizens, businesses, and the community respond to, recover from and mitigate emergencies both manmade and natural.

Joe Targ
Co-Director

Tim Whitcomb
Co-Director

In early July, the Town experienced a heat wave. In response we met with department heads which make up the Local Emergency Planning Committee (LEPC) at the Cameron Senior Center for coordination and implementation of a plan for monitoring the elderly and those in need of assistance.

During the end of August we monitored the approach of Hurricane Earl and again met with LEPC. We prepared for the possible opening of shelters and monitoring of the elderly and those in need. Fortunately, the storm fizzled out just off shore giving us only some light wind and rain.

The first real snow of 2010 arrived at the end of December in the form of a blizzard. We met with the department heads and monitored MEMA conference calls in preparation for this event. A City Watch Community Notification announcement was sent out to over 4500 phone numbers with pre-storm and post-storm information. Public Safety staffing levels were increased, contact lists were reviewed, and verified an updated elderly calling list was prepared for the possibility of opening shelters. Although the snow and heavy winds went throughout the night and into the following day, overall Westford was well prepared and only had scattered power outages.

The end of January into February brought wintery storms that left commercial property and home owners with overloaded roofs. Some buildings were evacuated until the roofs were shoveled and the building checked. The Highway Department was able to submit some of its expense to FEMA.

Complaints were received from some residents of Graniteville about railroad cars parked in the area for an excessive amount of days. We worked with other town departments on these complaints.

We started work with North Middlesex Council of Governments in March to update the town's Pre-Disaster Mitigation Plan and the Evacuation Routes map. These are pending approval.

The MEMA Region 1 planner worked with us to update the Data Collection information for the Comprehensive Emergency Management Plan and provide guidance and a new template for our Continuity of Operation Plan for the town. Work is still in progress to complete the plan.

EMERGENCY MANAGEMENT AGENCY—CONTINUED

Our department received an Emergency Management Planning Grant for \$7,000. The town received a payment of \$26,828.86 for expenses during the March 2010 flooding. We also received a grant for four animal crates that we gave to Animal Control.

Westford Emergency Management maintains our membership with North Middlesex Area Emergency Planning Committee as our Regional Emergency Planning Committee. We appreciate our partnership with the volunteers of PART. We thank all the Town departments that work with us throughout the year, and especially the Police and Fire Chiefs for their support.

ENERGY COMMITTEE

2010 marks the second year of existence for the Energy Committee. The Committee has continued to focus on its mission of “Advising and assisting the town by researching, identifying, designing, recommending and implementing programs and equipment to encourage and achieve energy efficiency and conservation.”

The committee thanks former members Hale Powell, Steve Sparrow and Jonathan Ash for their efforts. The committee also thanks Board of Selectmen liaison Valerie Wormell for the guidance, support and encouragement she provided. Additionally, the committee thanks Assistant Town Engineer Jeremy Downs, Land Use Director Angus Jennings and Assistant Town Manager John Mangiaratti for their continued assistance and support.

Steve Esposito,
Chair

Jeff Geller
Vice Chair

Tom Rose
Secretary

Steve Dardinski
Kathleen Canavan
Drew Vernalia
Zhaohui Zhang

Syed Shah,
Alternate

Richie Crocker
Ex Officio

Renewable Energy Generation

During 2011 the Committee saw the completion of the Stony Brook Solar PV Array. Funded completely with grants totaling \$178,000, the array has produced nearly 25,000 kWh of electricity to date..

Energy Reduction Plan

The Committee has been working on an Energy Reduction Plan. The first step of this plan is to solidify the energy consumption data in the MassEnergyInsight software program. This work is ongoing.

Energy Efficiency

In 2009, the Committee applied for free energy audits from the state. In 2011, two audit were completed, one for the library, and one for the police station. The Committee is working with Assistant Town Manager John Mangiaratti and Library Director Ellen Rainville with follow up retro commissioning and lighting surveys.

The Committee is also continuing its work with the Westford Public Schools, assisting and advising on additional energy efficiency projects in partnership with National Grid.

Conclusion

In 2011, the Energy Committee was able to make significant progress on the projects and efforts started in 2009. The committee looks forward to a very productive 2012.

ENGINEERING DEPARTMENT

One of the department goals realized in 2011 included holding several neighborhood meetings with homeowner associations that are required to maintain infrastructure on private ways. The objective was to educate residents on asset management and preventative maintenance techniques that will result in better roads and drainage systems across the town. These meetings were well received by the residents and the Engineering Department plans to expand this program in 2012.

Paul Starratt, P.E.
Town Engineer
Jeremy Downs, P.E.
Assistant Town Engineer
Bill Kenison
Engineering Inspector

This department also has responsible charge for public projects that must meet local, State and Federal requirements for procurement, environmental impact, transportation, safety, zoning and accessibility. Engineering responsibilities for these projects include design, estimates, construction management and inspectional services. Private projects are also reviewed for compliance with Town ordinances in stormwater management, traffic and subdivision rules and regulations. In 2011, Engineering was involved with the following public projects:

- Construction inspection for site work at the Cottages in the Woods affordable housing project on Boston Road.
- Assistance with oversight of the Stepinski Well and Nutting Road Treatment Facility construction projects. Both projects were completed in 2011 and are currently in operation.
- Notice of Intent filing for intersection improvements at Flag Road and Main Street.
- Prepared site plans for Boutwell Brook drainage maintenance project in support of the Conservation Resource Planner.
- Oversight of construction for new handicap accessible crosswalk and ramps at the town center.
- Connell Drive parking improvements.
- Guidance for roadway maintenance and repairs at Swedes Crossing and Tavern Circle resulting from a bond settlement.
- Engineering site plan review of the Westford Community Fields Project at Nutting Road.
- Coordination and planning for the Bruce Freeman Rail Trail Phase 2A with MassDOT and the Friends of the Bruce Freeman Rail Trail, including parking concept plans.
- Oversight of the Route 110 (Littleton Road) and Boston Road intersection improvements through the 75% design phase.
- Construction oversight for a new Industrial Wastewater Holding Tank at Nabnasset Fire Station.
- Continued oversight of the Landfill Gas Monitoring program.
- Staff support to the Planning Board, Conservation Commission, Energy Committee and Unaccepted Roads Committee.

ENGINEERING DEPARTMENT—CONTINUED

The Engineering Department works closely with the Highway Department, Permitting Department, Conservation Commission and Parks Department to support the maintenance and operations of the town's infrastructure. Engineering services include reviewing plans and specifications for compliance with design standards, and the construction inspection of subdivision infrastructure for compliance with approved plans. Key responsibilities are as follows:

- Coordination with other government agencies and utility companies when projects are in the public right-of-way.
- Attend development review meetings and public hearings in coordination with the Planning Board and Zoning Board of Appeals, to review applications for compliance with Town standards and appropriate engineering practices.
- Conduct inspections of work within the public right-of-way and on developing parcels throughout the construction process.
- Provide assistance to the public regarding right-of-way issues.
- Process road opening permits and calculate road opening bonds.
- Administer and coordinate engineering consultant contracts.
- Design and administer projects for the annual Capital Improvement Program, including roadway, curb, gutter, and sidewalk improvement analyses.
- Perform minor traffic engineering analyses.
- Respond to neighborhood concerns and requests.

Additionally, the Engineering Department has a lead role in the management of the U.S. Environmental Protection Agency's Phase II Stormwater program that requires the Town to meet permit thresholds in order to discharge stormwater runoff into our natural resources. In order to protect and preserve the natural resources in Westford, this department worked with the School Department in a week-long course to teach stormwater responsibility to all fifth grade students through the Living Labs program. Students are introduced to the concept of stormwater, including an outdoor demonstration of a catch basin and rain garden as well as an indoor lab that teaches map reading and watershed principals.



Town Center Pedestrian Safety Improvements Project

FINANCE DEPARTMENT

The Financial Statements for the Fiscal Year ended June 30, 2011 are herewith submitted.

The data represents a fair and accurate presentation in all material aspects of the Town's financial position and results of its operations.

The report is based on information recorded using the Uniform Municipal Accounting System (UMAS) of the Massachusetts Department of Revenue.

An audit of the Town's financial records by Melanson Heath and Company, PC, Certified Public Accountants, has been completed and the results of that audit are available for public inspection in the office of the Town Accountant

Alice M. Ferro
Town Accountant

Theresa Walsh
Assistant Town Accountant

Elizabeth Turgeon
Payroll Administrator

Dawn Picca
Administrative Assistant

FINANCE DEPARTMENT – CONTINUED

Combined Balance Sheet (Unaudited) All Fund Types and Account Group June 30, 2011

	Governmental Fund Types			Proprietary Fund Ty		Fiduciary Fund Types		Totals (Memorandum Only)
	<u>General</u>	<u>Special Revenue</u>	<u>Capital Project</u>	<u>Enterprise</u>	<u>Trust and Agency</u>	<u>Account Group General Long- Term Debt</u>		
ASSETS								
Cash and cash equivalents	\$ 24,882,726	\$ 8,259,062	\$ 1,952,161	\$ 3,422,611	\$ 6,839,546	\$ -	\$ 45,356,107	
Cash held by others	-	-	-	-	65,850	-	65,850	
Receivables:		19,606					19,606	
Property Taxes	570,050	-	-	-	-	-	570,050	
Prepaid Property Taxes	-						-	
Tax Title	434,674	-	-	-	-	-	434,674	
Tax Foreclosure	265,608	-	-	-	-	-	265,608	
Excises	210,209	-	-	-	-	-	210,209	
Charges for services	-	-	-	879,620	-	-	879,620	
Street betterments	150,351	-	-	-	-	-	150,351	
Due from MWPAT	-		188,590	-	-	-	188,590	
Amt provided for the ret anticipation notes		-	925,000	-	-	-	925,000	
Amt provided for the ret gen long-term debt								
	-	-	-	11,499,093	-	63,260,470	74,759,562	
Total Assets	\$ 26,513,619	\$ 8,278,669	\$ 3,065,751	\$ 15,801,324	\$ 6,905,396	\$ 63,260,470	\$ 123,825,229	

FINANCE DEPARTMENT—CONTINUED

LIABILITIES AND FUND EQUITY														
Liabilities:														
Warrants payable	\$	1,462,585	\$	114,212	\$	22,313	\$	91,228	\$	660	\$	-	\$	1,690,998
Payroll Withholdings		964,932		-		-		-		-		-		964,932
Deferred revenues		220,981		19,606		-		879,620		-		-		1,120,208
Deferred														
Intergovernmental						85,609								85,609
Overlay		1,409,911												1,409,911
Anticipation notes payable		-		-		-		-		-		-		-
General obligation bonds payable		-		-		925,000		11,499,093		-		63,260,470		75,684,562
Tailings/Refunds		79,488												79,488
Other liabilities		-				-		32,163		1,437,371		-		1,469,534
Total Liabilities		4,137,898		133,818		1,032,922		12,502,104		1,438,031		63,260,470		82,505,243
Fund Equity:														
Reserved for encumbrances		793,588		-		-		17,492		-		-		811,080
Reserved for endowment		-		-		-		-		525,240		-		525,240
Reserved for Expenditures		444,329		3,201,322		-		469,097		-		-		4,114,748
Reserved for Pettycash		5,500		-		-		100		-		-		5,600
Unreserved/undesignated		5,761,859		4,943,528		2,032,829				4,942,125		-		17,680,341
Other (Premium on Bans)		-		-		-		-		-		-		-
Designated for premium on anticipation notes		-		-		-		-		-		-		-
Designated for debt service		15,891,351								-				15,891,351
Designated for debt exclusion reduction		-								-				-
Designated for appropriation deficits		(520,905)		-		-		-		-		-		(520,905)
Designated for teacher deferral		-		-		-		-		-		-		-
Retained earnings		-		-		-		2,812,531		-		-		-
Total Fund Equity		22,375,721		8,144,851		2,032,829		3,299,220		5,467,364		-		2,812,531
												-		41,319,985
Total Liabilities and Fund Equity														
Fund Equity	\$	26,513,619	\$	8,278,669	\$	3,065,751	\$	15,801,324	\$	6,905,396	\$	63,260,470	\$	123,825,229

FINANCE DEPARTMENT-CONTINUED

DEPARTMENT/Purpose	FY 2011 Budget Basis - General Fund										Page 1 of 5	
	FY 2010		FY 2011 Budget Basis - General Fund		S.T.M. 10/10		S.T.M. 03/11		S.T.M. 03/11			
	Encumbered & Carried Fnd	A.T.M. #10 Budget	A.T.M. #10 Budget	A.T.M. #10 Budget	Art/Transf	Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY 2011 Encumbered & Carried Fnd	Closed to Fund Balance	
122 SELECTMEN												
Expenses	-	17,590.00	-	-	-	-	-	-	17,594.86	-	3,995.14	
Capital	-	-	-	-	-	-	-	-	-	-	-	
125 TOWN MANAGER												
Personal Services	-	299,607.00	-	-	-	-	-	-	296,099.92	143.45	3,363.63	
Expenses	1,269.16	31,700.00	-	15,000.00	-	-	-	-	44,297.16	700.00	2,972.00	
Capital	79,943.39	-	-	-	-	-	-	40,000.00	112,400.96	7,500.00	44.43	
131 FINANCE COMMITTEE												
Expenses	-	7,933.00	-	-	-	-	-	-	7,292.49	-	640.51	
Reserve Fund	-	192,000.00	-	-	-	-	-	(96,855.00)	-	-	95,145.00	
132 FINANCE DIRECTOR												
Personal Services	-	235,929.00	-	-	-	-	9,964.44	-	218,462.61	-	27,430.83	
Expenses	45,533	58,455.00	-	-	-	-	-	-	38,559.51	-	50.82	
Capital	11,200.00	-	-	-	-	-	-	-	8,800.00	2,400.00	-	
133 TOWN ACCOUNTANT												
Personal Services	-	223,723.00	-	-	-	-	1,319.17	-	225,042.17	-	-	
Expenses	-	2,900.00	-	-	-	-	-	-	2,267.61	-	632.39	
141 ASSESSORS												
Personal Services	-	208,439.00	-	-	-	-	3,270.23	-	211,709.23	-	-	
Expenses	34,155.00	25,700.00	-	-	-	-	-	-	48,559.91	6,075.00	5,220.09	
145 TAX COLLECTOR												
Personal Services	-	188,188.00	-	-	-	-	1,720.00	-	179,971.36	-	9,936.64	
Expenses	-	58,215.00	-	-	-	-	-	-	46,451.96	-	11,765.04	
151 LEGAL SERVICES												
Expenses	-	178,200.00	-	75,000.00	-	-	-	-	213,294.70	-	40,905.30	
152 HUMAN RESOURCES												
Personal Services	-	170,547.00	-	-	-	-	1,993.71	-	172,311.67	-	229.04	
Expenses	80,000.00	12,020.00	-	-	-	-	-	3,300.00	71,748.37	855.84	23,715.79	
Comp Reserve	-	100,000.00	-	-	-	-	(47,035.58)	-	-	-	52,964.42	
155 TECHNOLOGY												
Personal Services	-	296,659.00	-	-	-	-	6,781.01	-	303,940.74	-	499.27	
Expenses	11,200.00	613,350.00	-	-	-	-	-	-	591,678.73	15,190.21	17,681.06	
Capital	56,947.82	-	193,000.00	13,000.00	-	-	-	-	259,012.82	-	3,935.00	

FINANCE DEPARTMENT-CONTINUED

DEPARTMENT/Purpose	FY 2010		S.T.M. 10/10			FY 2011		Page 2 of 3	
	Encumbered	& Carried Fwd	A.T.M. 3/10	A.T.M. 03/10	S.T.M. 03/11	Encumbered	& Carried Fwd	Closed to	Fund Balance
161 TOWN CLERK									
Personal Services	-	-	211,683.00	-	-	-	-	7,707.19	-
Expenses	3,400.00	-	23,847.00	-	-	2,600.00	-	4,862.26	-
Capital	14,906.46	-	-	-	-	14,906.46	-	-	-
170 PERMITTING									
Personal Services	-	-	199,653.00	-	-	-	-	13,431.81	-
Expenses	15,476.35	-	44,340.00	-	-	-	-	772.70	-
171 CONSERVATION COMMISSION									
Personal Services	-	-	74,815.00	-	-	-	-	186,251.19	-
Expenses	853.38	-	5,750.00	-	-	-	-	48,968.31	-
Capital	-	-	-	-	-	-	-	74,814.87	-
175 PLANNING BOARD									
Personal Services	-	-	70,315.00	-	-	-	-	4,807.83	-
Expenses	15,611.10	-	25,800.00	-	-	-	-	65,439.80	-
Capital	-	-	-	-	-	-	-	33,498.90	-
176 ZONING OF APPEALS									
Expenses	1,566.66	-	5,750.00	-	-	-	-	6,061.30	-
Capital	-	-	-	-	-	-	-	1,255.36	-
179 GIS									
Personal Services	-	-	101,440.00	-	-	-	-	-	-
Expenses	14,000.00	-	17,150.00	-	-	-	-	60,510.87	-
Capital	-	-	-	-	-	-	-	15,099.70	-
192 TOWN HALL									
Personal Services	-	-	45,867.00	-	-	-	-	44,595.75	-
Expenses	11,499.31	-	107,150.00	-	-	-	-	80,573.74	-
Capital	8,495.50	-	-	-	-	-	-	1,825.00	-
Bill of Prior Year	-	-	-	-	-	-	-	-	-
GENERAL GOVERNMENT	360,981.46	-	3,834,745.00	193,000.00	103,000.00	(20,457.41)	(53,555.00)	3,911,534.20	76,351.79
210 POLICE									
Personal Services	-	-	4,107,507.00	-	-	-	-	3,938,509.08	-
Expenses	2,854.97	-	415,897.00	-	-	-	-	418,808.33	-
Capital	3,425.00	-	-	-	-	-	-	1,151.71	-
220 FIRE									
Personal Services	9,000.00	-	2,608,366.00	-	-	-	-	164,661.43	-
Grant Offset	-	-	(128,540.00)	-	-	-	-	2,608,366.00	-
Expenses	5,005.30	-	218,042.00	-	-	-	-	(128,540.00)	-
Capital	-	-	41,640.00	-	-	-	-	22,000.00	-
	-	-	-	-	-	-	-	231,101.26	-
	-	-	-	-	-	-	-	499.30	-
	-	-	-	-	-	-	-	15,835.00	-
	-	-	-	-	-	-	-	57,474.00	-
	-	-	-	-	-	-	-	9,000.00	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	13,446.74	-
	-	-	-	-	-	-	-	1.00	-

FINANCE DEPARTMENT-CONTINUED

DEPARTMENT/Purpose	FY2010		A.T.M. 3/10		S.T.M. 10/11		Reserve Fd		FY2011		Page 3 of 3	
	Encumbered	& Carried Fwd	Budget	ArtTransf	ArtTransf	ArtTransf	Transfers	Expendd	Encumbered	& Carried Fwd	Closed to	Fund Balance
241 BUILDING DEPARTMENT												
Personal Services	-	-	245,439.00	-	-	-	-	243,144.77	-	-	3,294.23	
Expenses	2,100.00	-	16,697.00	-	-	-	-	12,658.57	50.00	-	6,088.43	
244 SEALER WEIGHTS & MEASURES												
Personal Services	-	-	-	-	-	-	-	-	-	-	-	
Expenses	-	-	3,000.00	-	-	-	-	3,000.00	-	-	-	
291 EMERGENCY MGMT												
Personal Services	-	-	7,000.00	-	-	-	-	7,000.00	-	-	-	
Expenses	-	-	6,745.00	-	-	-	-	6,696.09	-	-	48.91	
Capital	-	-	-	-	-	-	-	-	-	-	-	
292 ANIMAL CONTROL												
Personal Services	-	-	131,853.00	-	-	-	-	68,357.94	-	-	63,495.06	
Expenses	-	-	11,380.00	-	-	-	-	7,333.80	1,219.48	-	2,826.32	
Office	-	-	(42,000.00)	-	-	-	-	(33,750.00)	-	-	(8,250.00)	
294 TREE WARDEN												
Personal Services	-	-	2,000.00	-	-	-	-	2,000.00	-	-	-	
Expenses	3,300.00	-	32,650.00	-	-	-	-	31,742.51	3,649.00	-	538.49	
PUBLIC SAFETY												
303 WESTFORD PUBLIC SCHOOLS												
Capital	27,685.27	-	7,636,036.00	205,592.00	-	-	-43,005.00	7,087,563.78	13,329.69	-	211,224.80	
Expenses	567,423.83	-	43,143,337.00	-	-	-	-	44,726,248.28	383,629.11	-	398,885.44	
Capital	632,517.65	-	-	280,000.00	-	-	-	833,908.69	13,000.00	-	63,607.96	
310 NASHOBA VALLEY TECH												
Capital	-	-	683,262.00	-	-	-	-	683,262.00	-	-	-	
EDUCATION												
410 ENGINEERING												
Personal Services	1,199,841.48	-	43,836,599.00	280,000.00	-	-	-	46,243,417.97	600,629.11	-	462,493.40	
Expenses	-	-	151,961.00	-	-	-	6,639.21	158,600.21	-	-	-	
Capital	6,452.00	-	13,850.00	-	-	-	-	16,027.41	-	-	4,274.39	
421 HIGHWAY												
Capital	76,770.03	-	-	25,000.00	-	-	-	14,870.00	86,900.03	-	-	
Personal Services	-	-	1,228,452.00	-	-	-	-	1,213,867.47	-	-	12,584.53	
Expenses	171,398.91	-	832,479.00	-	-	-	-	969,977.26	22,753.00	-	11,147.65	
Capital	91,487.60	-	-	150,000.00	-	-	-	30,000.00	211,487.60	-	-	
423 SNOW & ICE												
Personal Services	-	-	76,000.00	-	-	-	-	289,009.37	-	-	(213,009.37)	
Expenses	-	-	274,345.00	-	-	-	-	582,240.44	-	-	(307,895.44)	

FINANCE DEPARTMENT-CONTINUED

DEPARTMENT/PURPOSE	FY 2010		S.T.M. 10/10			FY 2011		Page 4 of 5	
	Encumbered & Carried Fwd	A.I.M. 3/10 Budget	A.I.M. 03/10 Art/Transf	S.T.M. 03/11 Art/Transf	Comp Reserve	Reserve Fd Transfers	Encumbered & Carried Fwd	Closed to Fund Balance	
427 STORMWATER/AGENT Personal Services Expenses	-	10,500.00	48,000.00	-	-	-	12,388.17	794.10	-
432 RECYCLING Recycling Expenses	-	247,700.00	-	-	-	-	-	4,819.82	-
433 SOLID WASTE Solid Waste Expenses Capital	-	1,169,100.00	-	-	-	-	31,309.94	22,404.86	-
440 SEWERAGE COLLECTION Expenses	-	4,950.00	-	-	-	-	-	-	0.90
491 CEMETERY Personal Services Expenses	-	70,038.00	-	-	-	-	-	701.16	-
PUBLIC WORKS	356,608.54	4,134,193.00	175,000.00	-	6,639.21	-	384,838.74	(464,177.20)	-
510 BOHEMIRON/MENTAL Personal Services Expenses Capital	567.31	357,456.00	-	-	-	-	123.00	211.21	-
540 SENIOR CENTER Personal Services Expenses Capital	2,948.97	42,286.00	-	15,000.00	-	-	1,478.79	3,766.24	-
541 COUNCIL ON AGING Personal Services Expenses Capital	-	181,438.00	-	-	5,899.02	-	-	-	-
542 VETERANS SERVICES Personal Services Expenses Capital	141.00	12,480.00	-	-	-	-	-	-	-
HUMAN SERVICES	6,757.28	829,267.00	-	15,000.00	11,842.12	4,500.00	4,889.01	35,420.01	-
610 LIBRARY Personal Services Expenses Capital	-	1,084,723.00	-	-	-	-	-	7,937.83	-
	24,602.66	329,815.00	-	-	-	5,300.00	-	156.59	-
	-	17,680.00	-	-	-	750.00	4,582.60	2,667.66	-

FINANCE DEPARTMENT—CONTINUED

DEPARTMENT/Purpose	FY 2010		S.T.M. 10/10				FY 2011		Page 2 of 3 Closed to Fund Balance
	Encumbered & Carried Fwd	A.T.M. 3/10 Budget	A.T.M. 03/10 ArtTransf	S.T.M. 03/11 ArtTransf	Comp Reserve	Reserve Fd Transfers	Encumbered & Carried Fwd	Fund Balance	
650 RECREATION									
Personal Services	-	201,119.00	-	-	1,976.08	-	203,095.08	-	-
Expenses	8,900.00	11,866.00	-	-	-	-	20,731.96	-	34.04
Offset	-	(212,985.00)	-	-	-	-	(212,985.00)	-	-
Capital	27,406.00	-	-	-	-	-	27,406.00	-	-
650 PARKS-GROUNDS BLDGMNT									
Personal Services	-	256,900.00	-	-	-	-	256,900.00	-	-
Expenses	-	34,433.00	-	-	-	-	34,433.00	-	-
Offset	-	(52,000.00)	-	-	-	-	(52,000.00)	-	-
Capital	-	-	-	-	-	-	-	-	-
660 LAND MANAGEMENT									
Personal Services	-	-	-	-	-	-	-	-	-
Expenses	2,726.68	51,500.00	-	-	-	-	48,679.65	5,403.87	143.16
Capital	-	-	-	-	-	-	-	-	-
670 HISTORICAL COMMISSION									
Expenses	-	15,480.00	-	-	-	-	7,127.91	-	8,352.09
Capital	55,000.00	-	18,000.00	-	-	-	724.50	72,273.50	-
CULTURE & RECREATION	118,652.34	1,730,851.00	35,680.00	-	1,976.08	6,050.00	1,764,233.08	109,667.97	19,271.37
710 DEBT SERVICE									
Expenses	-	8,542,125.00	-	-	-	-	8,470,023.03	-	72,101.97
DEBT SERVICE									
945 UNCLASSIFIED	-	8,542,125.00	-	-	-	-	8,470,023.03	-	72,101.97
Employee Benefits	-	11,153,502.00	-	508,000.00	-	-	11,525,054.45	48,000.00	88,447.55
Direct Indirect Offsets	-	(671,898.00)	-	-	-	-	(671,898.00)	-	-
State Assessments	-	455,398.00	-	-	-	-	405,134.00	-	46,264.00
NON-DEPARTMENTAL	-	10,937,002.00	-	508,000.00	-	-	11,562,290.45	48,000.00	134,711.55
OPERATING BUDGETS	2,070,609.37	83,470,818.00	889,272.00	626,000.00	0.00	-	84,917,909.10	1,237,916.31	900,873.96

FINANCE DEPARTMENT—CONTINUED

FY 2011 Budget Basis - Water Enterprise Fund									
DEPARTMENT/Purpose	FY 2010		S.I.M. 10/10				FY 2011		Closed to Fund Balance
	Encumbered & Carried Fnd	A.I.M. 3/10 Budget	A.I.M. 03/10 Act/Transf	A.I.M. 03/11 Act/Transf	Comp Reserve	Reserve Fd Transfers	Encumbered & Carried Fnd	Expend	
OPERATING									
Personal Services	-	1,066,048.00	-	-	-	-	-	932,848.17	732,19.83
Expenses	71,998.32	1,527,885.00	-	-	-	-	17,492.04	1,562,432.23	219,959.05
	71,998.32	2,593,933.00	-	-	-	-	17,492.04	2,597,280.40	293,178.88
CAPITAL:									
	70,000.00	853,952.00	-	255,000.00	-	-	265,085.17	848,676.45	65,190.38
	70,000.00	853,952.00	-	255,000.00	-	-	265,085.17	848,676.45	65,190.38
WATER ENTERPRISE TOTAL	141,998.32	3,387,905.00	-	255,000.00	-	-	382,577.21	3,145,956.85	358,369.26

FINANCE DEPARTMENT-CONTINUED

FY 2011 Budget Basis - Recreation Enterprise Fund									
DEPARTMENT/Purpose	FY2010		S.I.M. 10/10		S.I.M. 03/11		FY2011		Closed to Fund Balance
	Encumbered & Carried Fwd	A.I.M. 3/10 Budget	A.I.M. 03/10 Airt/Transf	A.I.M. 03/11 Airt/Transf	Comp Reserve	Reserve Fd Transfers	Encumbered & Carried Fwd	Expendd	
OPERATING									
Personal Services	-	947,955.00	-	-	-	-	-	872,013.30	75,941.70
Expenses	-	264,411.00	-	-	-	-	-	264,411.00	-
	-	1,212,366.00	-	-	-	-	-	1,136,424.30	75,941.70
CAPITAL:									
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
RECREATION ENTERPRISE TO	-	1,212,366.00	-	-	-	-	-	1,136,424.30	75,941.70

FINANCE DEPARTMENT—CONTINUED

FY 2011 Budget Basis - Ambulance Enterprise Fund									
DEPARTMENT/Purpose	FY 2010		A.T.M. N/10		S.T.M. 10/10		FY 2011		Closed to Fund Balance
	Encumbered & Carried Fwd	A.T.M. N/10 Budget	A.T.M. 09/10 Arr/Transf	S.T.M. 09/11 Arr/Transf	Comp Reserve	Reserve Fd Transfers	Expended	Encumbered & Carried Fwd	
OPERATING									
Personal Services	-	597,138.00	-	65,000.00	-	-	597,478.28	-	67,679.72
Expenses	8,000.00	361,969.00	-	-	-	-	369,807.74	-	161.26
	8,000.00	959,127.00	-	65,000.00	-	-	967,286.02	-	67,840.98
CAPITAL:									
	-	-	-	20,000.00	-	-	19,282.00	-	718.00
	-	-	-	20,000.00	-	-	19,282.00	-	718.00
AMBULANCE ENTERPRISE TOT	8,000.00	959,127.00	-	85,000.00	-	-	986,568.02	-	68,558.98
GRAND TOTAL ALL FUNDS	2,220,607.69	89,030,216.00	889,272.00	969,000.00	0.00	-	90,184,858.27	1,520,493.52	1,403,743.90

FINANCE DEPARTMENT—CONTINUED

Special Revenue Funds - FY 2011						Page 1 of 8
		Balance		Transfers		Balance
		July 1, 2010	Receipts	Expenditures	In/(Out)	June 30, 2011
Fund 250 Federal Grants		12,842.50	3,262.50	2,900.00	-	13,205.00
25210215	Bullet Proof Vests OJ-Fed Reim	(1,335.72)	3,953.52	2,617.80	-	-
25210218	Police Traffic Enforce FY 10	-	1,343.04	2,472.95	-	(1,129.91)
25210211	Police Traffic Enforce FY 11	(68,270.70)	240,007.70	168,640.00	-	3,097.00
25220280	Fire-Safer Grant-Reim	1,750.41	-	1,750.41	-	-
25510510	BOH DPH Heroin Bsas-Fed	2,733.14	210,150.00	212,883.14	-	-
25510511	BOH-Medical Reserve	69,954.09	125,588.00	121,252.82	-	74,289.27
25510512	BOH- Emerg Prep Coalition	20,458.43	5,544.00	1,827.31	-	24,175.12
25510514	BOH-Med Res NAACHO	7,993.23	-	7,993.23	-	-
25510519	BOH- Pher I & II-Fed	11,136.19	-	11,136.19	-	-
25510520	BOH- Pher III-Fed	57,261.57	589,848.76	533,473.85	-	113,636.48

FINANCE DEPARTMENT—CONTINUED

Special Revenue Funds - FY 2011						Page 2 of 8
	Balance	Receipts	Expenditures	Transfers	Balance	
	July 1, 2010			In/(Out)	June 30, 2011	
Fund 255 School Federal Grants						
25235301 Sped 94-142 DOE 240 FY11	-	929,389.00	905,501.50	-	23,887.50	
25235302 Sped 94-142 DOE 240 FY10	(2,219.32)	30,407.00	28,187.68	-	-	
25239304 Title I -DOE 305 FY10	13,734.76	16,156.00	29,890.76	-	0.00	
25239307 Title II Teacher Quality 140 F11	-	64,356.00	26,328.36	-	38,027.64	
25239308 Title II Teacher Quality 140 F10	5,771.18	32,438.00	38,209.18	-	-	
25239321 Title II TeacherQual 140 rollover	837.53	-	837.53	-	-	
25239309 Safe & Drug Free Sch 331 F11	-	5,417.00	4,405.00	-	1,012.00	
25239320 Title I -DOE 302 Rollover	2,880.00	-	2,880.00	-	-	
25239315 Early Childhood 262 FY10	2,556.92	-	2,556.92	-	-	
25239316 Early Childhood 262 FY11	-	19,525.00	18,508.33	-	1,016.67	
25239319 Race to Top	-	5,000.00	5,000.00	-	-	
25239324 ARRA -SFSA DOE 780 FY10	15,918.35	80,000.00	95,918.35	-	-	
25239327 ARRA -SFSA DOE 780 FY11	-	736,504.00	705,100.13	-	31,403.87	
25135322 ARRA-Idea Early Ch '10 762	7,582.30	-	7,582.30	-	-	
25135322 ARRA-Idea Early Ch '11 762	-	23,745.00	23,401.40	-	343.60	
25135323 ARRA Idea Main 760 FY10	68,721.44	18,602.00	87,323.44	-	-	
25135323 ARRA Idea Main 760 FY11	-	834,184.00	769,958.60	-	64,225.40	
25239328 ARRA SFSE 780 FY11	-	84,696.00	82,896.00	-	1,800.00	
25139329 ED Jobs Grant FY11	-	180,075.00	177,830.00	-	2,245.00	
25070755 Stony Solar EECBG	75,000.00	37,500.00	149,338.90	-	(36,838.90)	
	190,783.16	3,097,994.00	3,161,654.38	-	127,122.78	

FINANCE DEPARTMENT—CONTINUED

Special Revenue Funds - FY 2011						Page 3 of 8
Fund 260 State Grants		Balance		Expenditures	Transfers In/(Out)	Balance June 30, 2011
		July 1, 2010	Receipts			
26175632	Reg Recreation Trail	1,573.23	-	-	-	1,573.23
26179179	NMCOG-MassGIS	13,859.98	-	-	-	13,859.98
26210219	Community Policing-2009	1,963.11	-	1,963.11	-	-
26210298	Police E911 SETB FY10 Reim	(3,916.97)	2,347.43	(1,569.54)	-	-
26210299	Police Emerg 911 Reim Grant	(295.00)	-	(295.00)	-	-
26210261	Police 911 Support-Fy10	(32,389.30)	32,654.67	265.37	-	-
26210262	Police 911 Support-Fy11	-	-	39,045.93	-	(39,045.93)
26210291	Police 911 Training FY 11	-	6,908.40	6,766.68	-	141.72
26220229	S.A.F.E. Grant-2009	3,798.45	-	3,798.45	-	-
26220210	S.A.F.E. Grant-2010	4,900.00	-	4,900.00	-	-
26220211	S.A.F.E. Grant-2011	-	5,415.00	1,321.77	-	4,093.23
26510515	Tobacco Control Grant	4,552.72	2,205.00	6,757.72	-	-
26541541	Elders Affairs-COA Formula	4,047.91	15,260.00	17,034.77	-	2,273.14
26541542	Lowell Reg Trans Auth Van-Reim	(14,888.00)	105,010.86	96,511.36	-	(6,388.50)
26610610	Library Lig-Meg	26,745.10	20,077.82	27,513.00	-	19,309.92
26630633	Tennis in the Park-Recreation	67.55	600.00	-	-	667.55
26695695	Cultural Council Grant	3,898.62	3,997.07	5,019.26	-	2,876.43
		13,917.40	194,476.25	209,032.88	-	(639.23)

FINANCE DEPARTMENT—CONTINUED

Special Revenue Funds - FY 2011						Page 4 of 8
		Balance	Transfers		Balance	
		July 1, 2010	Receipts	Expenditures	In (Out)	June 30, 2011
Fund 265 School State Grants						
26131332	Academic Support 632 FY10	376.18	-	376.18	-	-
26231332	Academic Support 632 FY11	-	10,700.00	10,700.00	-	-
26307754	Stony Solar-Clean Energy	28,683.00	-	28,683.00	-	-
		29,059.18	10,700.00	39,759.18	-	-
Fund 270 Receipts Reserved						
27171171	Conservation-Wetlands	102,890.24	6,595.00	3,560.00	(15,000.00)	90,925.24
27199901	Town Wide-Restitution	45,000.00	-	-	(45,000.00)	-
27199905	Town-Perchlorate Restitution	49,696.00	-	-	(49,696.00)	-
27491491	Cemetery-Sale of Lots	104,299.19	11,992.34	1,000.00	-	115,291.53
		301,885.43	18,587.34	4,560.00	(109,696.00)	206,216.77

FINANCE DEPARTMENT – CONTINUED

Special Revenue Funds - FY 2011						
Fund 280 Town Revolving Funds	Balance		Receipts	Expenditures	Transfers In (Out)	Page 5 of 8 Balance June 30, 2011
	July 1, 2010					
28122110 Scholarship Fund-Twn Tax	13,088.91		566.81	-	-	13,655.72
28122111 Arts & Technology-Twn Tax	1,782.83		272.89	-	-	2,055.72
28122122 Town Building Leases 53E1/2	-		39,775.00	-	-	39,775.00
28192920 Insurance Recovery-Town	15,929.43		-	4,327.02	-	11,602.41
28210920 Insurance Recovery-Police	1,243.20		10,680.99	8,089.99	-	3,834.20
28300920 Insurance Recovery-School	28,038.33		6,209.47	3,490.86	-	30,756.94
28432432 Recycling Revolving 53E1/2	3,460.88		19,865.74	17,629.94	-	5,696.68
28450920 Insurance Recovery-Water	8,388.24		-	8,388.24	-	-
28541543 Elder & Disabled Tax-T READ	30,377.35		12,454.83	13,200.00	-	29,632.18
28541545 COA Sr Ctr Fitness Rm 53E1/2	-		7,477.25	2,368.61	6,710.00	11,818.64
28630634 Recreation Revolving 53 D	5,100.09		98,699.02	104,148.16	-	(349.05)
28630636 Rec-Field Maint Revol 53E1/2	2,274.93		137,499.52	127,198.05	-	12,576.40
	109,684.19		333,501.52	288,840.87	6,710.00	161,054.84

FINANCE DEPARTMENT—CONTINUED

Special Revenue Funds - FY 2011						Page 6 of 8
Fund 285 School Revolving Funds		Balance		Transfers In/(Out)	Balance June 30, 2011	
		July 1, 2010	Receipts	Expenditures		
28303381	School Activity Fees	121,862.00	424,540.53	405,815.66	-	140,586.87
28303385	Sch Bus Transportation 53E1/2	12,999.04	515,155.00	507,416.87	-	20,737.17
28304375	School Building Usage	101,543.40	81,528.58	96,136.81	-	86,935.17
28304376	School Outside Details	2,021.83	57,565.76	57,975.01	-	1,612.58
28304386	School Parking WA 53E1/2	23,823.70	14,550.00	23,909.00	-	14,464.70
28310379	Preschool-WA(Integrated)	9,427.64	12,600.00	22,027.64	-	-
28310380	Preschool-Sped (Integrated)	92,775.17	237,102.50	229,584.12	-	100,293.55
28311378	Sch Extended Day-Elem	296,497.58	173,027.15	265,832.75	-	203,691.98
28320377	Sch Extended Day-Middle	968.64	-	-	-	968.64
28331382	School Lost Books	15,243.48	6,750.16	6,556.59	-	15,437.05
28332384	School Athletic Revolving	47,241.04	501,233.14	479,814.58	-	68,659.60
		724,403.52	2,024,052.82	2,095,069.03	-	653,387.31

FINANCE DEPARTMENT-CONTINUED

Special Revenue Funds - FY 2011						Page 7 of 8
Fund 290 Town Other Spec Rev Funds	Balance		Transfers		Balance	
	July 1, 2010	Receipts	Expenditures	In (Out)	June 30, 2011	
29122952 East Boston Camps TPL Gift	18,880.00	30,000.00	18,880.00	-	30,000.00	
29122961 East Boston Camp-Friends Gift	15,000.00	-	15,000.00	-	-	
29122964 Coalition Non-Violence Gift	-	2,000.00	426.63	-	1,573.37	
29122959 Comcast Cable Public Access	816.78	-	-	-	816.78	
29161161 Extended Polling Hours	11,375.08	4,050.00	4,489.11	-	10,935.97	
29171950 Conservation Comm Gift	86.14	-	-	-	86.14	
29171953 Cons Comm-Mass Elec Gift	4,409.95	-	-	-	4,409.95	
29175175 PWED-Pub Works Econ Dev	13,492.99	-	1,875.00	-	11,617.99	
29175954 Plan Bd Xavier Sidewalks Gift	10,000.00	-	-	-	10,000.00	
29175962 Plan Bd Summer Village Insp Gift	43,407.95	-	13,716.94	-	29,691.01	
29175965 Plan Bd Summer Village Gift	143,300.00	74,000.00	-	-	217,300.00	
29175966 Plan Bd Vineyard Estates Gift	45,750.00	-	45,750.00	-	-	
29175968 Plan Bd Minot's Primrose	102,923.54	-	79,637.80	-	23,285.74	
29210911 Police K-9 Gift	-	11,125.00	11,125.00	-	-	
29210990 Drug Investigation	26,163.94	-	385.08	-	25,778.86	
29510955 BOH-Health Gift	6,032.59	1,460.50	499.15	-	6,993.94	
29510957 BOH-Wstfd Against Sub Abuse	7,741.50	845.00	8,112.05	-	474.45	
29510958 BOH-Dental Gift	2,225.66	3,335.52	4,503.49	-	1,057.69	
29539979 Adult Day Trans Gift	5,855.63	22,600.00	22,612.14	-	5,843.49	
29541545 COA Sr Ctr Fitness Rm Gift	-	6,745.00	35.00	(6,710.00)	-	
29543950 Veteran's Gift	-	55.00	-	-	55.00	
29610925 Library Restitution	4,123.70	2,559.56	5,095.05	-	1,588.21	
29610950 Library Memorial Gift	15,573.62	27,118.00	33,958.94	-	8,732.68	
29630638 Recreation NPRA	425.00	-	-	-	425.00	
29630950 Recreation Gift	9,968.77	-	1,000.00	-	8,968.77	
29630965 Recreation Forge Edward Beach	71,104.60	-	9,781.13	-	61,323.47	
29691950 Historic Comm Gift	77.00	125.00	-	-	202.00	
	558,734.44	186,018.58	276,882.51	(6,710.00)	461,160.51	

FINANCE DEPARTMENT – CONTINUED

Special Revenue Funds - FY 2011						Page 8 of 8
Fund 295 School Other SRF		Balance	Transfers		Balance	
		July 1, 2010	Receipts	Expenditures	In/(Out)	June 30, 2011
29239350	Sch Reed Living Lab Donation	6,628.29	2,000.00	3,605.96	-	5,022.33
29239351	School Library Donations	68.96	-	68.96	-	-
29239352	School Blue Cross Donation	5,000.00	-	1,106.00	-	3,894.00
29239354	Misc School Donations	3,615.19	29,400.30	26,251.63	-	6,763.86
29239355	WEF MassCue Mini Donation	-	994.38	994.38	-	-
29239356	School Inventors Fair	637.99	350.00	315.78	-	672.21
29239358	WPC Parent Connection Gift	2,775.00	2,150.00	4,800.00	-	125.00
29302390	School Choice	176,358.20	188,454.00	45,147.19	-	319,665.01
29302391	Foundation Reserve	55,074.28	-	-	-	55,074.28
29302392	Circuit Breaker Sped DOE#520	298,527.00	797,613.00	618,340.00	-	477,800.00
		548,684.91	1,020,961.68	700,629.90	-	869,016.69
220	School Lunch	262,885.49	1,537,348.08	1,561,831.34	-	238,402.23
240	Community Preservation	5,952,474.76	1,837,428.11	2,509,399.97	-	5,280,502.90
299	Title V	34,224.74	764.37	-	-	34,989.11
		6,249,584.99	3,375,540.56	4,071,231.31	-	5,553,894.24
TOTALS		8,783,998.79	10,851,681.51	11,381,133.91	(109,696.00)	8,144,850.39

FINANCE DEPARTMENT-CONTINUED

Page 1 of 2

Capital Projects Funds - FY 2011									
Fund 310 - Town		FY 2010		Revenue		Continued		Close to	
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund		
31123740	Brookside Dam Repair 5/03 #13	12,156.49	-	3,950.00		8,206.49	0.00		
31175717	Sidewalk Accu Planning	49,623.20	-	-		49,623.20	0.00		
31192198	Twn Hall renovation 5/09 Art#17	733,702.54	-	596,133.10	104,183.80	241,733.24	0.00		
31210721	Police Station Construction	40,246.60	-	-		40,246.60	0.00		
31210723	Town Hall Police Fire Lot	29,821.98	-	-		29,821.98	0.00		
31210724	Police Base Radios 3/11 #17	0.00	200,000.00	-		200,000.00	0.00		
31421743	Hwy Garage Const 5/01 #12	73,820.80	-	-		73,820.80	0.00		
31421744	Highway St Sweepers 3/11 #16	-	225,000.00	-		225,000.00	0.00		
31541433	Cameron Sr Ctr A&E 5/07 #12	5,048.65	-	-		5,048.65	0.00		
31541736	Cameron Const Ren 5/09 Art16	874,334.44	-	442,638.90		431,695.54	0.00		
Total Town Capital		1,818,754.70	425,000.00	1,042,722.00	104,183.80	1,305,216.50	0.00		

Fund 320 - School									
Fund 320 - School		FY 2010		Revenue		Continued		Close to	
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund		
32314763	Abbot Septic11/01 Art# 5	4,196.85	-	-	(4,196.85)	-	0.00		
32316766	Day School Sewer	28,420.00	-	-	(28,420.00)	-	0.00		
32320750	Middle School Const-Stonybrook	100,000.00	-	63,288.97		36,711.03	0.00		
32339760	Modular School Buildings	71,566.95	-	-	(71,566.95)	-	0.00		
32314766	Abbot Sch Elevator 3/11 #15	-	500,000.00	-		500,000.00	0.00		
Total School Capital		204,183.80	500,000.00	63,288.97	(104,183.80)	536,711.03	-		

FINANCE DEPARTMENT-CONTINUED

Capital Projects Funds - FY 2011									
Fund 360 - Water Enterprise		FY 2010		Revenue		Transfers		Continued	
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund	Close to	
Page 2 of 2									
36122795	Perc Rend-Stepinski 7 09 Art#1	(154,324.65)	907,761.85	740,296.38		13,140.82	0.00		
36122796	Perc Rend--Nutting Rd 7 09 Art#1	-	-	-		-	0.00		
36450790	Upgrade Byrne Water 5 08 Art#12	173,591.05	-	-		173,591.05	0.00		
36450791	Stepinski Land 5 08 Art#29	584.62	-	-		584.62	0.00		
36450792	Country Rd Well 10 08 Art#6 \$750K	58,288.96	-	51,474.07		6,814.89	0.00		
Total Water Enterprise Capital		78,139.98	907,761.85	791,770.45		194,131.38	-		
Fund 370 - Town Water Related Projects		FY 2010		Revenue		Transfers		Continued	
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund	Close to	
37122796	Perc Rend-Nutting Rd 7 09 Art#1	(10,824.88)	899,961.60	885,961.60		3,175.12	0.00		
37401793	Eng-Rt 40 Water Main 10 08 Art 7	-	-	-		-	0.00		
Total Town Water Capital		(10,824.88)	899,961.60	885,961.60		3,175.12	-		
Highway Improv Fund 230		July 1, 2010		Receipts		Expenditures		June 30, 2011	
Highway Chapter 90		Balance		756,680.60		764,203.20		Transfers	Balance
		1,117.65						-	(6,404.95)
STM 10 10 Art#6 re-authorized									
\$104,183.80									

FINANCE DEPARTMENT – CONTINUED

Trust Fund Activity						
Fiscal Year 2011						
	Fund					Page 1 of 2
	Balance		Investment		Transfers	Balance
	July 1, 2010	Receipts	Income	Expenditures	In (Out)	June 30, 2011
Non-Expendable Trusts:						
810 Cemetery Perpetual Care	304,594.50	13,230.00	-	-	-	317,824.50
Charles Colburn Cem	1,500.00	-	-	-	-	1,500.00
William Wright Cem	5,000.00	-	-	-	-	5,000.00
Lyman Wilkins Cem	1,413.11	-	-	-	-	1,413.11
J.H. Fletcher Cem	1,500.00	-	-	-	-	1,500.00
Alonzo Reed Cem	1,500.00	-	-	-	-	1,500.00
Metcalf & Soldiers	1,300.00	-	-	-	-	1,300.00
Library Book Fund	13,000.00	-	-	-	-	13,000.00
Library Lecture Fund	30,000.00	-	-	-	-	30,000.00
Library All Purpose	17,347.58	-	-	-	-	17,347.58
Library Trustee	58,354.35	-	-	-	-	58,354.35
Ellen Rainville Educ	17,000.00	47,000.00	-	-	-	64,000.00
Whitney Shade Tree	2,500.00	-	-	-	-	2,500.00
Whitney Education	10,000.00	-	-	-	-	10,000.00
	465,009.54	60,230.00	-	-	-	525,239.54

FINANCE DEPARTMENT—CONTINUED

Trust Fund Activity						Page 2 of 2
Fiscal Year 2011						
Expendable Trusts:						
820 Conservation Fund	96,456.07	-	2,439.89	16,131.72	-	
Conservation-Salamander	40,000.00	11,832.00	1,125.09	-	-	
Cemetery Perpetual Care	17,680.98	-	8,390.06	10,710.99	-	
Charles Colburn Cem	3,913.58	-	140.73	-	-	
William Wright Cem	3,783.36	-	228.33	-	-	
Lyman Wilkins Cem	4,003.33	-	140.82	-	-	
J.H. Fletcher Cem	2,817.48	-	112.24	-	-	
Alonzo Reed Cem	6,844.80	-	210.66	4,478.46	-	
Metcalf & Soldiers	9,066.48	-	264.69	223.50	-	
Library Book Fund	1,776.11	-	384.12	-	-	
Library Lecture Fund	1,198.99	-	803.01	1,110.00	-	
Library All Purpose	161.87	-	448.14	429.77	-	
Library Trustee	2,076.62	-	1,525.66	2,376.15	-	
J.V. Fletcher Library	69,294.69	53,000.00	1,757.72	57,284.24	-	
Ellen Rainville Educ	257.93	-	1,116.39	484.89	-	
Whitney Shade Tree	16,255.26	-	477.05	642.50	-	
Whitney Playground	26,956.72	-	960.77	-	-	
Affordable Housing Trust	428,140.94	5,000.00	8,885.46	143,100.48	-	
Capital Stabilization Fund	343,434.28	-	18,104.55	-	422,728.00	
Perchlorate Stabilization Fund	171,721.93	-	4,464.29	-	-	
Stabilization Fund	3,238,669.94	-	84,196.59	-	-	
E Vance Library Stock	55,977.03	9,872.88	-	-	-	
	4,540,488.39	79,704.88	136,176.26	236,972.70	422,728.00	
TOTALS	5,005,497.93	139,934.88	136,176.26	236,972.70	422,728.00	
					5,467,264.37	

FINANCE DEPARTMENT – CONTINUED

Agency Fund - FY 2011

	Balance July 1, 2010	Additions	Deductions	Balance June 30, 2011
Fish Wildlife	(58.15)	5,393.00	5,429.25	(94.40)
Performance Bonds	933,810.80	255,429.19	194,065.59	995,174.40
Developer Escrow	129,649.66	25,897.90	67,765.96	87,781.60
Water- Developer Escrow	136.51	0.00	0.00	136.51
Rain Tree Hill	5,271.82	0.00	0.00	5,271.82
Villanova Drive Deposit	9,294.01	0.00	0.00	9,294.01
Cumberland Farm Deposit	3,300.00	0.00	0.00	3,300.00
Vose Hill Road	959.39	0.00	0.00	959.39
Tombstone Road	10,000.00	0.00	0.00	10,000.00
Police-Outside Details	(229,165.42)	618,176.16	515,995.98	(126,985.24)
License to Carry	109,530.35	23,675.00	16,712.50	116,492.85
Fire-Outside Details	(10,344.00)	57,472.30	56,532.20	(9,403.90)
Student Activity	280,933.13	1,316,338.52	1,251,827.62	345,444.03
TOTALS	1,243,318.10	2,302,382.07	2,108,329.10	1,437,371.07

FIRE DEPARTMENT

Fiscal year 2011 was a challenging year for us as it was for many departments. The budgetary constraints have been felt throughout town and the fire department was no exception. We have had increased calls and expenses with no additional funding and have been struggling to maintain the level of service. The increased volume of buildings and residents has had a great impact on us and we are striving to achieve our goals. We are hopeful that as the economy shifts into a positive outlook that the fire department will be able to increase our staffing levels and decrease response times to the NFPA standards. We appreciate the public support of our department and are optimistic that the funding will increase.

Richard J. Rochon
Fire Chief

Capital Program

This year a tight tank was provided for the Nab station. This tank is used for waste water in the fire station and will help with the excess water providing a safer environment for the personnel but it will also help reduce the moisture in the station that had been contributing to the aging of the fire apparatus in the station there. In addition, we were able to replace our 11 year old pickup truck. This truck is used to haul various equipment for the department to and from fires but is also used with refueling fire apparatus at the fire scene. In addition this pickup is used to assist us in snow removal at all the fire stations. Lastly it was necessary to go to the Finance Committee for an unexpected roof replacement towards the end of our fiscal year costing 10,920.

Grants

As we continue with the SAFER grant (Staffing for Adequate Fire & Emergency Response) our share of this federal grants was \$742,080 to date. As I previously reported, the SAFER grant has given our town the ability to continue to staff the Rogers Station on a 24 hour basis. As the town starts to wind down with this grant we only have four quarterly payments to receive totaling \$101,320 and this will complete the obligation this Federal grant and I would like to thank Captain Jim Barrett and the finance department for all their hard work on this throughout the year.

Paramedic Program

The paramedic program had a somewhat slower than anticipated start due to one of our paramedics being injured and sending our three paramedics to the fire academy however I am very happy to report that the program is up and running tremendously. In addition our first two firefighters, Dave Lefebvre and Matt Svatek, have passed their state exam and are now working for the Town as paramedics and we congratulate them for a job well done. We are now operating three shifts and look to have the fourth shift operating in the near future as we look to see Ryan Monat and Dave McGloughlin graduate and pass their state exam to become certified soon.

FIRE DEPARTMENT – CONTINUED

Training

This past fall Town Meeting approved early retirement for a few employees in the town and one such employee is Lt. Benoit who has been our Emergency Medical Services Director for the last 15 years and has provided our Emergency Medical Technicians the very best training that allows us to bring the best service to you.

Although we are sad about his departure, we want to thank him for all his hard work and dedication to this department and the community. As I have spoken in the past, our training budget has been reduced due to budget constraints over the last few years but through the difficult economic times we continue to pursue training opportunities for our staff and personnel and again we could not have done it without the continued dedication of Lt. David O’Keefe and Lt. Robert Benoit.

Thank You

Again I would like to thank all the officers and members for all their hard work throughout the whole year and to the Mutual Aid departments and Chiefs who we depend on more and more each year. I would like to also thank the Town Manager, the Board of Selectmen and Department Heads for all the support and hard work this past year and the Finance and Capital committee who work with us throughout the year to make our budgets work. I would also like to thank Joe Joyce, Fire Department Office Manager for all his hard work throughout the whole year. I am again grateful for my family’s support from my wife Kathy for her love and support of my career and for her hard work and dedication to her career, I am truly grateful for all she does. To Maria and Kayla, for all their love and support. I am so proud of how they both have done in school, in the sports that they play as well as achieving anything they put their minds to. In addition they have become beautiful young teenagers. At the end of the day, they make everything more special and I love all of them with all my heart – Thank you.

FIRE DEPARTMENT – CONTINUED

Fire Chief
Richard J. Rochon

Deputy Fire Chief
Unfilled

Full Time Firefighter/EMT's

A-Group	B-Group	C-Group	D-Group
Captain	Captain	Captain	Captain
Steven R. Ducharme	Joseph T. Targ	James P. Barrett	David A. Woitowicz
Lieutenant	Lieutenant	Lieutenant	Lieutenant
David M. O'Keefe	Robert L. Benoit	Harold A. Fletcher	Mark N. Valcourt
Firefighter/ EMT's	Firefighter/ EMT's	Firefighter/ EMT's	Firefighter/ EMT's
Andrew G. Anderson, Jr	Paul Lemieux	William Stone	Shawn P. Girard
Joseph D. Delpapa, Jr.	Susan Smith	William Cashman	David P. Christiana
Shawn M. Ricard	Timothy Hall	Mark Witherell	Donald Post
David A. Devencentis	Tim Vigars	Michael Denehy	Darren Lanier
	Justin Searles	Daniel A. Britko	Don Greenwood
	James F. Lamy		
	Justin Geneau		
Paramedics	Paramedics	Paramedics	Paramedics
John Keough		Zachery Driscoll	Timothy A. Bellemore
Matt Svatek	Ryan Monat - <u>School</u>	Alan Gentile	David Levebvre
David McGloughlin - <u>School</u>			

FIRE DEPARTMENT – CONTINUED

On- Call Firefighters and EMT's

EMT	Firefighter/EMT's	Firefighter/EMT's	Firefighter/EMT's
Nancy V. Burns	John Fox	Peter Dennechuk	James R. Klecak
Firefighters Kevin Woitowicz	Brian D. Foley	Ernest W. Pudsey	Corey Anderson
Stephen A. Wyke	Donald Greenwood	Michael Cool	Auxiliaries Matthew Wyke
James Joncas	Peter Coe	John A. Facella	Jim Bunyon

Special Assignment Firefighters

EMS Director	Fire Investigation Unit	Code Enforcement, Emergency Management Director
Lt. Robert Benoit	Lt. Mark Valcourt.	Capt. Joseph T. Targ
Fire Training Director	Fire Investigation Unit	Fire Prevention, Juvenile Fire Setters Program, SAFE, Community Service Officer
Lt. David O'Keefe	Peter Dennechuk	Lt. Donald Parsons
Child Car Seat Coordinator	Hazardous Materials Tech.	Website Information and Support
William Stone	Lt. Harold Fletcher	David Christiana

Grants

Captain James Barrett

FIRE DEPARTMENT – CONTINUED

Fire Alarm Operators/Communications

Colin Osgood	Jody Carroll
Douglas Cook	David Avery

Office Manager

Joseph Joyce

Fire Department Call Log

AMBULANCE CALLS	1349
FIRE EMERGENCY RESPONSES	1343
NON-FIRE EMERGENCY RESPONSES	450
PUBLIC ASSISTANCE	116
MUTUAL AID	134
MISCELLANEOUS	16
COOKING FIRE PERMITS	106
BRUSH PERMITS	875
BLASTS MONITORED	67
AGRICULTURE BURN	0
26F - REFINANCE / RESALE	232
26G - NEW CONSTRUCTION	104
STATIONS MANNED	0
SHELTERS OPENED	0
FIRE DRILLS	58
STATION 4 CLOSED	0
DELAYED OPENING	0
NO SCHOOL	0
EMERGENCY MANAGEMENT ACTIVATED	0
BLACK POWDER BLAST	32
PRIMER CORD BLAST	20
WORKING ON / SYSTEM TEST	143

BOARD OF HEALTH

The Board of Health, an elected board, is responsible for developing policies and regulations and for enforcing state health and sanitary codes. They are charged with protecting the health and safety of the town. The Board of Health’s web page is accessible from the Town of Westford’s website, at:
www.westfordma.gov/pages/government.

Meetings are held the 2nd Monday of the month at Town Hall.

Zac Cataldo
<i>Chair</i>
Joanne Martel
<i>Vice-chair</i>
Jillian Lokere
<i>Secretary</i>
Sue Hanly
Michele Pitoniak- Crawford

The Board of Health continued their proactive approach to protecting the health of the community. In 2011, the Board revised its tobacco regulation to prevent pharmacies, as health-care institutions, from selling tobacco.

The following personnel support the Board of Health:

Sandy Collins, R.N.	Director Health Care Services /MRC Director
Darren MacCaughey	Director of Environmental Services
Tina Grosowsky	Substance Abuse Prevention Coordinator
Lisa Slattery, R.N./ Ellen Donohue, R.N.	Public Health Nurse
Rae Dick	Health Inspector
Arnie Price	Food Inspector
Catherine McLarney / Andrea McKinley	Registered Dental Hygienists
Nancy Burns (grant)	MRC Coordinator
Laurie Lessard	Senior Secretary
Tracy Griffin (grant)	Secretary

BOARD OF HEALTH

Permit and Services Receipts

Septic	\$26,225	Tanning	\$100
Portable toilets	60	Mantoux Testing	60
Installers	6,950	Cholesterol	345
Haulers	1,500	Immunization	130
Temp food permits	2,135	Dental	580
Soil evaluation & percolation tests	12,375	Fines	1,350
Pump and water systems	700	Milk and cream	10
Stabling/piggery	625	Camping/hotel/motel	900
Food	30,004	Pool	1575
Frozen dessert	150	Beach	1,200
Mobile food-catering	210	Well	900
Tobacco	3,000	Catering	800
Farmers Market	1,365	Flu/Pneumonia Reimbursement	22,444
		TOTAL	\$115,693

HEALTH CARE SERVICES

Protecting the health and safety of Westford's residents is the department's top priority. To address this priority, we provide health education, illness surveillance, and policy development. In 2011, we initiated several new programs.

Sandy Collins RN
Director

We started a *Sharps Collection Program* to ensure safe disposal of all used syringes and lancets. Residents can now drop their sharps containers off at the police department entry way or on the second floor of the Town Hall. You can read instructions on proper disposal of used syringes on the Health Department web site at www.westfordma.gov/boh.

Our *Upper Merrimack Valley Medical Reserve Corps* (UMVMRC) members continued to attend training programs, raise awareness of personal health and preparedness and respond to calls for community service. Volunteers stepped forward once again to staff all the flu clinics we ran throughout the community and school system during the year. In the spring, 10 members assisted with the devastating tornados out in the western region by staffing emergency shelters. Their experience and lessons learned are invaluable to our preparedness planning for Westford. The unit enhances our public health and emergency management infrastructure and our capacity to respond to many types of emergency or public health events. We thank all of our volunteers and our coordinator, Nancy Burns, for their continued dedication and assistance. For information about how to join the UMVMRC, please see our web site: www.umvmrc.org



UMVMRC members in action at community events and flu clinics

In April, we held an *Unwanted Medication Drop Off Day* in collaboration with the police department. This program, a national program of the Department of Drug Enforcement Agency (DEA), provides residents the opportunity to clean out closets and safely dispose of unused or expired medications. Over 80 pounds of medications were collected. One of our MRC pharmacists also staffed the event to answer questions residents might have about their medications.

In May, at the town Health Fair, we kicked off our "Let's Move Westford" campaign in the Abbot gym. We offered free health screenings, the services of over 40 health-care providers, and valuable preventative health information. Tying into a national initiative to help fight obesity through increased exercise and better nutrition, the department will continue to collaborate throughout the year with the UMVMRC members, area hospitals, businesses, town departments, groups and organizations to help make Westford a healthier and more active community.

HEALTH CARE SERVICES—CONTINUED



Residents enjoy “Let’s Move” activities

The department and town continue to address the issue of domestic violence within the community through the *Westford Coalition for Non Violence*. Representatives from various town departments, concerned residents, clergy and victims attend monthly planning meetings. Westford was recognized at the State House during the White Ribbon Campaign Day for our community work related to domestic violence. We also received a generous donation from the Westford Academy class of 2010 which will be used to provide domestic violence support resources to the community. We are planning for continuous training and community focus on this problem. For more information and a listing of local resources go to www.westfordma.gov/wcnv.



The Board continues its campaign against tobacco use. In November, we revised tobacco regulations. Changes included the ban of tobacco sales in health care institutes including pharmacies. Substance Abuse Prevention Coordinator Tina Grosowsky has been a valuable asset to the department. She develops creative and evidence-based, substance-abuse-prevention programs within the community, which are supported by the collaboration of Westford Against Substance Abuse (WASA), the Westford school system and the faith based organizations. We implemented a new program, *Table Talks*, this year. It allows individual residents to host parent discussions with their friends and neighbors, guided by a trained facilitator, about new ways to address risky adolescent behavior. Additionally, we conduct timely tobacco retailer inspections, compliance checks for sales to youth, and worksite and private club inspections.

Dental health is extremely important to the health of our residents. The department offers a dental program in our schools. Students in grades 2, 4, and 6 are offered cleanings screenings and fluoride treatments. Grades K, 1, 3 and 5 receive a screening and education. Dental hygienists Catherine McLarney and Andrea McKinley did a wonderful job and are committed to providing an excellent oral health program to the students.



HEALTH CARE SERVICES—CONTINUED

We also received an additional \$4500 to continue the dental program for senior citizens. The grants, administered in cooperation with the Cameron Senior Center, provide high-quality dental care for underinsured seniors. We are extremely grateful to the Westford Rotary, Westford Charitable Foundation, and Dr. Schofield and his staff who provide the care.

Ellen Donohue RN and Lisa Slattery RN, our dedicated public health nurses, reached countless residents through clinical services offered through the department. We provide a number of disease prevention and health prevention programs to residents and town employees. Included are lead, cholesterol, diabetes, and hypertension screenings; flu/pneumonia, adult and child immunizations; well child clinics, pap smears, and tuberculosis testing. We follow-up on all reports of communicable diseases and provide home visits to the homebound needing health supervision visits. We inspect and permit recreational camps and tanning facilities. You can access the complete list of services on our website.

The number and composition of our programs emphasize our belief that primary and preventative care are the most effective means of reducing illness in our community. We remain committed to providing the highest quality of health care and to meeting the daily challenge of designing and delivering comprehensive and accessible health services for our residents and employees.

We'd like to express our sincere appreciation to all the health professionals, organizations, town departments, school nurses and administrators, Roudenbush Community Center, Council on Aging and volunteers who offer their time, expertise and financial support throughout the year to assist us.

School Based Dental Program:

- Total in program: **356**
- Total fluoride/cleaning/screening: **64**
- Total number of screenings: **292**

Total number of referrals:

- Caries: **53**
- Orthodontics: **50**
- Sealants: **76**

Totals by class:

Kindergarten: 80	2 nd grade: 24	4 th grade: 26	6 th grade: 14
Pre/1 st grade: 76	3 rd grade: 75	5 th grade: 61	

HEALTH CARE SERVICES—CONTINUED

Communicable Diseases		Services	
Campylobacter	4	School Flu Immunizations	513
Dengue Fever	1	Seasonal Flu immunizations	1925
Giardia	3	Cholesterol Screening	29
Group B Streptococcus	3	Immunizations	77
Guillian Barre Syndrome	1	Pap Smear Clinic	5
Hepatitis C	4	Home Visits	43
HGA	4	Well Child Clinic	5
Legionellosis	2	Hypertension Screening	266
Lyme Disease	46	Animal Bite Consultation	22
Salmonella	2	Hearing Testing	20
Shiga Toxin Producing Organism	1	Tuberculosis Testing	45
Toxoplasmosis	2		
Varicella	35	Educational Programming	
		Number of Programs	5
		Participants	365
		Employee Health Programs	7
		Number of Participants	126

ENVIRONMENTAL SERVICES

Environmental Services carries out various programs for the Board of Health designed to comply with Federal, State and local environmental regulatory requirements. In the interests of protecting public health, safety and the environment, Environmental Services reviewed applications, issued permits & performed on-site inspections to support the following:

Darren R. MacCaughey
Director

Rae Dick
Health Agent

Arnie Price
Food Inspector

Applications Reviewed/Permits Approved

Septic Related		Food Service Related	
Septic Haulers/Installers	94	Annual Establishments	136
Soil Evaluations & Percolation Testing	77	Food Establishment Complaints	13
System Construction	141	Catering Licenses	3
Title 5 Inspections Reviewed	219	Food Establishment Plans Reviewed:	8
		Seasonal Establishments	31
Water/Well Systems Related		Temporary Events	106
Wells/Water Systems	26	Farmer's Market	43
		Other (Frozen Dessert, Milk & Cream)	103
Camp/Camping Related			
Day/Overnight & Rec Camps	7	Miscellaneous	
Inspections Conducted	10	Housing Inspections	28
Toxoplasmosis	2	Beaver Inspections/Complaints	2
Varicella	35	Building Permits (*approximate)	243*
		Stabling & Piggery Permits/Inspection:	27
Recreational Water Related			
Bathing Beaches	13		
Bathing Beach Inspections/Testing	178		
Swimming Pools	17		
Swimming Pool Inspections	20		

ENVIRONMENTAL SERVICES—CONTINUED

Environmental Services spends considerable time reviewing and providing comments to other town boards, committees, and departments during its day-to-day activities. The majority of which are provided to the Planning & Zoning Boards. These *Requests For Comment* (RFC's) typically involve commercial and/or residential subdivisions, site-plans, special permits, and hazardous materials storage applications, which this year included: 173 Carlisle Rd. (Choice Housing Authority), 14 Farmers Way (Westford Housing Authority), 299 Littleton Rd. (Boch Honda), 343/355 Littleton Rd. (former Tiki Lau & Cannonball Junction) , 400 Littleton Rd. (Kimball Farm), 498 Groton Rd. (Rapid Re-fill), 110 Littleton Rd. (Bridges at Westford, multiple submittals), and 49 No. Main St. (Pacella Quarry).

Through our food program nine new food establishments were licensed in the fiscal year July 1 2010 through June 30 2011. They are The Café at Boch Honda, Subway in Westford Valley Marketplace, East Boston Camps, A Touch of Provence at First Parish Church, Fab's Lunch Box, Roudenbush School Age Program at Abbot School, Recreation Department After School Program at Town Farm Road, and two corporate chefs (4 & 7 Technology Park, respectively). Five establishments closed during the the fiscal year and agents from the Board of Health responded to and investigated 13 food related complaints.

Environmental Services was again able to offer two sessions of the nationally recognized Certified Food Protection Managers' food safety classes and certification exam for local businesses, clubs, non profits, residents and other local organizations. Administered by Food Inspector Arnie Price a total of fifty-one participated in the classes and sat for the examination.



As required by the MA Department of Public Health (DPH), all public/semi-public pools and bathing beaches require annual inspections conducted by the Board. The bathing beaches themselves must be tested for water quality (E coli only) on a weekly basis during the bathing season which typically is from Memorial Day to Labor Day. Beaches that are closed by the Board of Health remain closed and posted as such until subsequent re-testing shows a lack of contamination. Weekly testing results are posted on-line on BOH's website under "Beach Results". The Westford Health Department did not have to close any beaches this year.

ENVIRONMENTAL SERVICES—CONTINUED



Westford continues to monitor for the presence of West Nile Virus (WNV) and Eastern Equine Encephalitis Virus (EEE) through efforts of the Central Massachusetts Mosquito Control Program (CMMCP) of which Westford is a member. Even though there were no positive transmissions to humans or horses in Westford this year, WNV and EEE are expected to exist locally in the mosquito population at any given time. To reduce the risk of becoming infected, residents are urged to wear protective clothing, use insect repellent, and minimize outdoor exposure during the hours around dawn and dusk. This is in addition to reducing mosquito breeding habitat around your home by eliminating stagnant or standing water laden containers that can hold water for more than a few days.

HIGHWAY DEPARTMENT

The Highway Department from July 1, 2010 through June 30, 2011 performed the following work:

Richard (Chip) Barrett
Superintendent

Town Roads

Regular maintenance and repair of Town roads consisted of cleaning and repairing of catch basins and drain manholes, the cutting of brush on the sides of the roadways, repair of guardrails, patching and sweeping of roads and municipal parking lots. The Highway Department also grades all town gravel roads, installs berms and curbing, and trims and clears trees from the roadways during and after storms. This fiscal year 17,139 tons of bituminous concrete were used for repair and maintenance of town roads.

Roads Resurfaced

The following streets were resurfaced with bituminous concrete:

Cold Spring Road	Leland Road
LaSalette Road	Blaisdell Road
Craig Circle	St. Mary's Drive
Reinsway Circle	Canter Circle
Blueberry Lane	Portion of Providence Road (shim coat)
Hunt Road (shim coat)	Frances Hill Road (shim coat)
Portion of Hillside Ave. (shim coat)	Whitney Drive (shim coat)
Portion of Pierce Ave. (shim coat)	Portion of Sassafra Road (shim coat)
Groton Road	Lillian Avenue
Lucille Avenue	Coolidge Avenue

The following streets were resurfaced with oil and stone:

Keyes Road	Tenney Road
Gould Road	Long Sought For Pond Road
Texas Road	Hayrick Lane
Sterling Lane	Autumn Leaf Lane
Sherlock Lane	

The following streets were resurfaced with Micro Seal:

Starr Circle	Drew Crossing
Evergreen Circle	Boutwell Hill Road
Baldwin Road	Vineyard Road
Tyler Road	Christy Lane

The following streets were crack filled:

Dunstable Road	Old Lowell Road
Boston Road	Portion of Main Street
Graniteville Road	East Prescott Street
Portion of Patten Road	Portion of Cold Spring Road
Village View Road	Pine Street
Portion of Forrest Road	

HIGHWAY DEPARTMENT – CONTINUED

Drainage Work done on Town Roads

Keyes Road	40' of 36" drainage culvert
Keyes Road	40' of 12" drainage culvert
Keyes Road	3 catch basins
Millstone Hill Road	30' of 12" drainage culvert
River Street	1 catch basin, 100' of 18" drainage pipe
Boston Road	1 manhole, 100' of 18" drainage pipe
North Main Street	30' of 15" drainage culvert
Broadway Street	20' of 12" drainage pipe
Hillside Avenue	2 catch basins, 120' of 12" leach pipe
Tadmuck Road	1 manhole, 20' of 12" drainage pipe
Poplar Road	20' of 12" culvert pipe
Groton Road	80' of 12" culvert pipe

In addition to the above drainage work, the department replaced or installed 45 new catch basins.

Snow and Ice Removal

The town of Westford Highway Department, in the interest of public safety and for the convenience of motorists, cleared the snow and ice from approximately 175 miles of roadway. In this process, the town used 3,492 tons of road salt, 440 tons of sand and 5,000 gallons of liquid anti-icing product.

Following are the dates the Highway Department was called out to treat or plow the towns' roads:

December 12	Black Ice	Salt/Sand
December 15, 16	1" Snow	Salt/Sand
December 20, 21	Dusting	Salt/Sand
December 26,27, 28	12" Snow	Salt/Sand/Plow
January 8	Light Snow	Salt/Sand
January 12	20" Snow	Salt/Sand/Plow
January 15	Snow	Salt/Sand
January 18, 19	7" Snow/Frz Rain	Salt/Sand/Plow
January 21	7 " Snow	Salt/Sand/Plow
January 25	1" Snow	Salt/Sand
January 26, 27	11" Snow	Salt/Sand/Plow
February 1	7" Snow	Salt/Sand/Plow
February 2	7.5" Snow	Salt/Sand/Plow
February 5, 6	Freezing Rain	Salt/Sand
February 8	3" Snow	Salt/Sand/Plow
February 21	2" Snow	Salt/Sand
February 25	3" Snow/Frz Rain	Salt/Sand/Plow

We must remember that this is New England and that we should all be prepared for whatever Mother Nature dishes out to us. Thanks to all residents for their patience and cooperation in assisting us with these events.

Our sincere thanks also goes to the Board of Selectmen and Town Manager for their full cooperation and support to all members of the Highway Department.

HISTORICAL COMMISSION

The Historical Commission was established January 21, 1975, by unanimous vote of Special Town Meeting under the provisions of Section 8D, Chapter 40 of the Massachusetts General Laws. It has seven members and two alternates, each appointed by the Board of Selectmen to two-year terms. Meetings are held at 7:00 PM on the third Wednesday of each month in the Museum Cottage, 4 Boston Road, adjacent to the Westford Museum.

Commission Charter

The Westford Historical Commission is chartered with the preservation, protection and development of the historical and archeological assets of the town. It may research places of historic or archeological value and coordinate the activities of unofficial bodies organized for similar purposes. For the purpose of protecting and preserving such places, it may make such recommendations as it deems necessary to the Selectmen and to the Massachusetts Historical Commission that any such place be certified as a historical or archeological landmark. The Historical Commission may hold hearings; may enter into contracts with individuals, organizations and institutions for services; may accept gifts, contributions and bequests of funds from individuals, foundations and governmental bodies; may make and sign agreements; and may do and perform any and all acts necessary or desirable for the purpose of furthering the Commission's program.

Jack Mangan <i>Chairperson</i>
John Cuniffe <i>Vice Chair</i>
Sally Benedict <i>Treasurer</i>
Robert Stafford <i>Secretary</i>
David Gutbrod Brad Heath James Zegowitz
Phil Gilbert <i>Alternate</i>
Conrad Hinckley <i>Alternate</i>

Key Activities for 2011

Community Preservation Projects

The Historical Commission supported the following applications for funding by Community Preservation Committee in 2011.

- Town Museum Roof Repair/Replacement
- Roudenbush Community Center Roof
- Town Farm Window Replacement
- The First Parish Church Connector Project

Completion of Town Wide Archaeological Survey

Demo Applications:

- 8 Lawson Rd
- 43 Concord Rd
- 49 Boston Rd
- 7 Makepeace Rd
- 47 Cold Spring Rd

CAP Assessment of Museum and Cottage – Structural and Artifacts

2012 Focus

- Working implement of key historical preservation items in the 2009 Master Plan
- Local Historical Districts
- Improve Town Wide Communication

HOUSING AUTHORITY

The Westford Housing Authority (WHA), established in 1971, is the local body responsible for the expenditure of State and Federal housing grants. The Authority currently owns and manages 73 units of housing for the elderly and disabled, six units of family rental housing and eight units of housing for people with special needs. In addition to the public housing inventory, the Authority also owns three condo units at the Brookside Mill Condominium Complex. These homes are rented to moderate-income tenants. The WHA's housing programs are subsidized and regulated by the Commonwealth and receive no funding through Westford's annual budget.

Christine Pude <i>Executive Director</i>
Phyllis Koulouras Carol Engel Muriel Drake Scott Hazelton Nancy Wimberg <i>Governor's Appointee</i>

A Board of Commissioners, four of whom are elected by the town for five-year terms and one who is appointed by the Governor, set policy and oversee the Authority's operations. The Executive Director, Christine Pude, and her staff carry out the day-to-day activities. Board members meet monthly on the second Thursday of the month at 7pm, alternating locations between senior developments located at 65 Tadmuck Road and 7 Cross Street.

Nancy Wimberg has been named by the Patrick administration to fill the position of Governor's Appointee to the Board. Nancy replaced Mr. Carl Lyman who resigned in June of 2010.

The Village at Mystery Spring, supportive living development for seniors, continues to thrive. The WHA functions as the property manager for this federally-funded program, working closely with the Chelmsford Housing Authority, the management agent. At the end of fiscal 2011 the wait to be housed at this complex is five to seven years.

The Housing Authority continues its duties as the one-stop affordable housing resource for the Town of Westford. By serving as staff to the Affordable Housing Committee and the Affordable Housing Trust Fund, the Executive Director is able to coordinate and oversee all aspects of the affordable housing program in Westford. This allows interested parties to call only one agency to get answers to their questions regarding the purchase/rental, re-sale or construction of affordable units. Residents may contact the Housing Authority by phone (978-692-6011) or at westfordhousing@westfordma.gov.

The year was very busy for affordable housing efforts in town. The Affordable Housing Committee (AHC) has reviewed proposals from several developers for market rate/affordable units for purchase and a large rental development proposed by Princeton Properties on Littleton Road. In addition, the AHC has made significant progress during fiscal year 2011 on an Affordable Housing Production Plan. This plan is required by the State and will outline how Westford plans to meet its ten percent affordable housing goal.

The Authority continues to work with Common Ground Development Corporation on the expansion of family housing at the Stony Brook complex. In addition, the renovation of a building in Parker Village to house five rental units for returning veterans is on schedule.

HUMAN RESOURCE DEPARTMENT

Personnel Advisory Committee

Elizabeth Michaud

Sue Flint

The Personnel Advisory Committee meets as needed to review personnel policies, pay & classification plan changes, and job descriptions. On a sad note, the Personnel Advisory Committee lost a valued member and long time resident with the passing of Jerry Berkowitz.

The Human Resources Department goes out to bid annually for all Town and School health and voluntary insurances to guarantee that we obtain the best possible rates for our needs.

Pamela P. Hicks
Director of Human Resources

Bettianne Steffero
Benefits Coordinator

Debbie Fleming
Administrative Assistant

The steady trend of increases in health insurance has been an ongoing challenge. However, we experienced a significant shift in our utilization in 2011 that has resulted in the spike from the previous periods to taper off. This normalizing trend has allowed our claims to become more predictable and as such we became attractive to the insurance marketplace this renewal period. This is a dramatic shift from the 23% increase that was earned in 2010. This was capped at 13% thanks to the cap that MIIA (Massachusetts Interlocal Insurance Association) provided.

Through Tufts Health Plan the town received a 0% rate hold on the PPO and HMOs premiums and a 25% reduction on the Medicare supplemental plan premium for FY12. In the current economic climate this could not have come at a better time.

The Human Resources Director is part of the management team involved in union negotiations and was an integral part of settling four of the six union contracts to date. The Human Resources Department works closely with all departments, employees and retirees to ensure compliance with state, federal and local personnel laws and regulations. New employees are provided with state ethics law summaries and training requirements, as well as workplace violence and sexual harassment policies.

The HR office manages the administration of the following areas:

Insurance

- Plan negotiation and administration for all insurances for town and schools
- Benefits changes, enrollments
- Credible coverage notices and general notices for town and school
- Coordinating open enrollment for town and schools
- Self-pay and COBRA payments
- Monthly auditing of all benefit bills
- Long term disability, short term disability and life insurance plans

HUMAN RESOURCE DEPARTMENT – CONTINUED

- Workers Comp for town and school
- Administration of police & fire accident insurance (111F)
- Medicare Part “D” reporting for town and schools (\$107,000 for FY12)

Retirees

- Town retirement, including communication, benefits, and providing support to retirees in conjunction with the Middlesex Retirement System, Mass Teachers Retirement System & PEREC for over 300 retirees
- Maintain retiree contact information
- Provide monthly benefit deduction requests to Middlesex Retirement and process turnovers for Town and School

Employment Pay and Classification Plans

- Conducting surveys and drafting changes
- Job descriptions
- Working with PAC to prepare recommendations to Town Manager

Administration

- Maintaining all permanent personnel records
- ADA compliance
- Family Medical Leave Act leaves
- Human Resource Information System
- Workers compensation reporting for town & schools
- Employee accruals
- Annual rollover of the payroll system

Accounting

- Flexible & premium spending accounts
- Monthly benefit withholding audits
- Authorize payments
- Process turnovers

Communication is always a priority and the department maintains an open door policy with department heads, employees, and retirees to assist and advise on a broad range of personnel issues. The Employee Assistance Program (EAP) is available to all employees in a completely confidential manner. Town and school human resource departments work closely to ensure consistency in the application of the town’s personnel policies and efficiency in day to day administration of shared responsibilities. The Human Resources web page can be found at www.westfordma.gov under Town Departments.

J.V. FLETCHER LIBRARY

In FY11, the J. V. Fletcher Library experienced its busiest year ever – setting record highs for collection circulation, library patron door count, new service initiatives and attendance at Friends of the J. V. Fletcher Library-funded library programs. On average, 876 patrons per day came into the library during its 309-day service year, with inter-library loans, 24-7 remote usage, website sessions (220,210) and circulation of over 1,111 items per day contributing to the banner year. Book circulation to adults and youngsters continued to increase over past years, while new downloadable media dampened circulation of some less popular older formats. Over 14,767 residents of all ages attended library programs (see below), while over 2,068 Westford community groups and organizations booked the library meeting spaces.

Ellen Rainville
Library Director

Initiatives, Technologies, and Collections:

The year was remarkable for new initiatives and collections, with the library adding both adult and juvenile *Playaways* to the collection, expanding titles in Chinese, launching the new *Summer Reading List* collection (to meet the demand for assigned summer reading titles), along with increasing juvenile series in Youth Services. *GlobeReader* (the virtual *Boston Globe*) was loaded onto the library's loanable laptops in Reference, downloadable eBooks were unveiled from *Overdrive* (accessible from the Library's website (www.westfordlibrary.org), downloadable music was added via *FREEGAL* and responding to public requests, a scanner was installed in the Reference and Information Services area for public use. The American Textile Museum, the Merrimack Repertory Theater passes and the U.S.S. Constitution Museum were added to the museum pass program, bringing the total number of museums/destinations offered to twenty.

Youth Services staff launched new program initiatives, with the following:

- *Book Clubs* for grades K, 1, 2, 3, 4 and 5
- Saturday drop-in *LEGO® Club*
- *Read Alouds* for grades 1, 2, and 3
- Saturday Family Concerts throughout the year and
- Saturday Book Bunch drop-in sessions
- *Fancy Nancy!* Programs

"Your staff is warm, welcoming and goes out of their way to help us find treasures we didn't even know existed. Thanks to you, my kids love to read." **Library Suggestion/ Comments Book**

The following new database resources were added to the library's website: *Boston Consumers' Checkbook Database*; *Consumer Reports Online*, *Gale Reference*, *Morningstar Investment*, *Universal Class*, and; *Safari Book Online*, supplemented by the following databases made available by the Commonwealth of Massachusetts Board of Library Commissioners: *Books and Authors*; *Business and Company Resource Center*; *Global Issues In Context*; *Health and Wellness Resource Center*; *InfoTrac Student Edition*; *LitFinder*; *Literature Resource Center*; *Opposing Viewpoints In Context*; *RDS Business Suite*; *Science In Context*; *Student Resources in Context*; *U.S. History in Context*, and *World History in Context*.

J.V. FLETCHER LIBRARY—CONTINUED

The Merrimack Valley Library Consortium (MVLCC) embarked upon an LSTA-funded tri-network grant to migrate three library automated networks to the Open Source EVERGREEN software. Fletcher library staff trained and prepared for the May 31, 2011 migration, assessing collections, current software and databases, as well as testing new modules and software releases. This ground-breaking grant initiative is hoped to provide not only more sophisticated and state-of-the-art service to Merrimack Valley residents, but to offer network operational savings in out years.

Programs:

While launching the new programming initiatives noted above, the Youth Services division continued to offer a full panoply of baseline programs including: *Story Times*, *Pajama Times*, *Book Worms*, *Wiggle Words*, *Monkey Business*, *Baby Lap Time*, *Book Bunch*, and *Mother Goose Times*. Fall brought the spectacular *LEGO® Club* (201 attendees on day one) with the desperate community appeal netting thirty pounds of donated LEGOs® to the library. Winter programs spanned edible treats, bubbles, laughter and *AbraKidabra* – with shadow puppets, buggy crafts and Farmer Minor with Daisy the Pig, rounding out the fun.



Youth Services staff channeling book character “Fancy Nancy”

In addition to underwriting all of the library’s programs, the Friends of the J. V. Fletcher Library, Inc.

purchased a digital picture frame for the Youth Services public desk so staff could display photos of ecstatic juvenile program attendees. Youth Services staff surveyed patrons regarding new and existing story times and programs for planning purposes, added multiple new series and graphic novels and the Young Adult Advisory Board swelled from seven to twenty teens.

Adult programs included the monthly Library Book Discussion Group, the Senior Book Discussion Group (while Cameron Senior Center was under construction), Internet Classes, the weekly Westford Job Seekers Network (with a cumulative attendance over 4,200) as well as social networking instructional courses. Other adult program highlights of the year included:

- *Who Wrote Shakespeare?*
- *Westford author, David Daniel*
- *Taking the Mystery out of Facebook*
- *Celtic Harp and “Two Old Friends” holiday programs*
- *Greening Your Family*
- *Boston Jazz Voices holiday program*

J.V. FLETCHER LIBRARY—CONTINUED

The FY11 Summer Reading Program themes which netted over 1,800 registrants of all ages from June 2010 through August were: *Growing Great Readers* (juvenile); *Zen and the Art of Reading* (Young Adult), and; *Hands On, Books Open* (Adult).

The Growing Great Readers juvenile Summer Reading Program events included:

- *Hurdy Gurdy Monkey and Me*
- *Creature Teachers* (4 shows)
- *Family Concerts with Steve Blunt* (2 shows)
- *Pumpernickel Puppets*
- *Museum of Science “Science Magic”* (2 shows)
- *Registration and drop-in crafts*
- *Camp Read A Lot*
- *The Spoon Man and Final Party with the raffle of 6 passes to One Stop Fun*

The “Teen Zen Master: Zen & the Art of Reading” Young Adult Summer Reading Program featured:

- *Origami with Gustavo*
- *Manga with Andy Fish*
- *Guard-up Sword-play*
- *Silk Hoop Painting with Let’s Gogh Art*
- *Haiku with Yetti Frenkel*
- *Iron Chef Challenge*
- *Final Party & Bingo*

The Adult “Hands On, Books Open” Program offered its registrants (many of whom were pressured to join by younger readers in the family):

- *“I Can Fix It, You Can Too!” with Marie Leonard*
- *“Food, Inc.” (the documentary)*
- *“Introduction to Calligraphy” with Dimple Shah*
- *“Ditch the Junk Food!” with Leslie Barnett*



In May 2011, the Fletcher Library’s “It’s A Small World After All” entry in the Westford Kiwanis Club’s Apple Blossom Parade won the “Coveted RoudenBowl” award *a second year in a row* and heralded the kick-off of the library’s FY12 juvenile Summer Reading Program theme: *One World, Many Stories*.

The “Coveted RoudenBowl” for a second year!

J.V. FLETCHER LIBRARY—CONTINUED

Gift- and Grant-funded Initiatives and Awards:

The library thanks those generous donors who gave to the Friends' fall 2010 "*New Titles and New Technologies*" campaign to raise and supplement Town funds for books, media and technology purchases.

We thank the Westford Garden Club for their on-going gift of passes to the popular Tower Hill Botanic Garden facility in Boylston.

In fall 2010, the Board of Library Trustees received a significant civic-minded bequest from the late volunteer Gertrude D. Houghton (to whom the library's 2008 Annual Report was dedicated). Ms. Houghton volunteered at the J. V. Fletcher Library for over a quarter of a century – increasing her hours volunteering for various divisions and expanding her commitment over the years. Ms. Houghton's magnanimous gift will dramatically underwrite future library initiatives, enriching and enhancing library programs and staff development for years to come.

Applied for Community Preservation Act funding to restore the balance of the Mary Atwood and third floor windows; we appreciate the Community Preservation Committee's support in awarding funds for this purpose.

Administrative & Fiscal News:

Again in FY11, the Friends of the J. V. Fletcher Library Inc. supported the materials budget with a \$23,000 gift, and one-half of the library's MVLC annual membership was paid with State Aid to Public Libraries funds. The Library administration continued a departmental re-organization of staff and positions in the wake of on-going staff retirements, and maternity leaves. All management and union staff is here thanked for their flexibility, creativity, initiative and increased responsibility as the library absorbed positions temporarily and long-term in light of an uncertain fiscal future. The Board of Library Trustees charged the Director with the goal of *Succession Analysis and Planning* in light of the high number of loyal staff baby boomers nearing retirement age. Special note must be made here of the department's willingness to embrace added duties and responsibilities, and still launch new initiatives, even as the department absorbed vacancies created by retirements.

After 29 years of dedicated, conscientious, sensitive and personalized service to the library patrons, Westford said good-bye to retiring Bookmobile Librarian, Maureen Barry on June 30, 2011. Barry was feted with an open house hosted by the Board of Library Trustees, featured on "Spotlight on Westford" during a Board of Selectmen's meeting, and met by a crowd of well-wishers as the Bookmobile made its final drive into the library parking lot. With the April news that the town would be observing a hiring freeze, it became clear after Annual Town Meeting that the Library would also be retiring the ten-year-old Bookmobile. While this meant ending Bookmobile service to Westford neighborhoods and child and daycare facilities, J. V. Fletcher Library staff continues to visit homebound patrons and furnish them with library materials, chosen with them specifically in mind. The funds which would have sustained the former Bookmobile service will allow the J. V. Fletcher Library to restore and/or add the following in FY12:

J.V. FLETCHER LIBRARY—CONTINUED

- *Monday hours 10AM - 1PM (restoring lost hours)*
- *Summer Saturday hours 10AM - 5PM (except Memorial Day and Labor Day weekends)*
- *Winter Sunday hours 2PM - 5PM, January through April*

Professional Development, Personnel and Volunteers:

Library staff remained active or pursued professional development in local, regional, network, state and national professional organizations including the: American Library Association; Massachusetts Library Trustee Association/Massachusetts Friends of Libraries; Merrimack Valley Library Consortium (MVLCC); New England Library Association; Massachusetts Library Association and its Affiliates; Northeast Massachusetts Regional Library System; North of Boston Youth Services (NOBS), and; upon its inception, the Massachusetts Library System the Commonwealth's new streamlined, statewide region. Libraries across the Commonwealth witnessed a single new region born of the swift consolidation of the six former regions as the Board of Library Commissioners engaged in a critical state-level cost-cutting measure. As a result local libraries took over the cost of certain resource-sharing functions.

Based upon the highly-successful Westford Job Seekers Network offered weekly at the J.V. Fletcher Library, Dina Kanabar, Systems/Automation/Head of Technical Services, was invited by both the Massachusetts Library Association and the Massachusetts Board of Library Commissioners to make a presentation on Westford's experiences. The latter an FY11 Library Services and Technology Act (LSTA) Grantees Workshop provided an opportunity to share numerous inspirational, motivational and practical weekly sessions offered free to Westford job-seekers, including:

- *How to Perfect an Elevator Pitch about Yourself*
- *Preparing for the Interview*
- *Self-Employment and Franchises*
- *How to Answer the World's Most Difficult Interview Questions*
- *Using Library Databases in Your Job Searches*

The Library also was a participating member of the *Westford Coalition for Non-Violence*, highlighting resources and collections available to residents, hosting displays and working with other human services professionals. The Board of Selectmen and the town are thanked for the extremely valuable multi-week *Leadership Effectiveness Training* for town department Heads (a tremendous opportunity enthusiastically enjoyed by the Library Director), and the Board of Library Trustees is here thanked for their sponsorship of professional memberships and conference attendance for multiple library staff across the year.

J.V. FLETCHER LIBRARY—CONTINUED

Space and Facility Needs:

Throughout FY11, the Library Department tackled a number of facility issues and maintenance initiatives, some final touches culminating four years of the *Library Improvement Project*. Numerous systems within the facility were addressed, including:

- Carpeting of the adult stacks area
- Finalization of the rear entry work, with landscaping commencing
- Carpeting of Staff Break Room, Technical Services area, and Stock Room; storage areas were re-arranged
- Heat pump #12 bid out and replaced
- Neoprene and slate roofing repairs done
- Repairs made to elevator descend unit; replaced elevator valve and controls
- Lochinvar Boiler repairs to alarm system
- AC unit electrical repairs
- Budgeted costs for ILL mailing post-NMRLS region
- Installed new exit lights, thermal fans, pest screening, Bookmobile bodywork
- Added electrical outlets for laptop users
- Purchased following new furnishings via the Friends of the J. V. Fletcher Library: window treatments, CD storage, Story Hour room cabinet, Juvenile Media storage, storage racks and file cabinets
- Participated in town-initiated energy audit
- Delegated additional maintenance projects to building maintenance

With almost every facility system dating back to the 1987 renovation and addition, replacement and new equipment continues to be in the library's future. With the goal of maximizing space for collections and patrons, a new unit for increased compact disc storage was purchased, as well as locking storage for the Story Hour Room. Throughout the year staff shifted and re-located book and media collections to acquire more shelving space and create room for critically-needed collection expansion.

The Library Trustees and administration continued to identify facility and space inadequacies that have begun to constrain collections and genres, impact technological offerings, limit programs, and diminish library outreach and service to the community.



Varnum Fletcher).

Throughout 2009 and 2010, the Board of Library Trustees and Library administration toured Commonwealth libraries that were recipients of the Public Library Construction Grant funding which the J. V. Fletcher Library received over twenty years ago. These funds brought the Commonwealth in the late twentieth century a public library building boom that parallels the charitable building boom of the late 19th century (epitomized by the generosity of our own Jonathan

J.V. FLETCHER LIBRARY—CONTINUED

Board members and staff photographed, noted, analyzed and summarized the “best and brightest” from this year-long initiative with the view of seeking increased space and expanded services for the Westford public. While completely cognizant of the current fiscal climate, the Board of Library Trustees and library administration have begun planning for 21st century library services for Westford residents in a facility designed for those services. This Trustee initiative and vision continues in the hope of applying for a matching “Planning and Design/Feasibility” grant in FY12 and competitively poising Westford for the Commonwealth’s next Public Library Construction Grant round in FY17.

Library Staffing FY11:

Director -- Ellen D. Rainville

Asst. Director -- India Nolen

Senior Librarians:

Head of Circulation – Holly Sheridan-Pritchard

Automation/Systems Manager/Head of Technical Services -- Dina Kanabar

Head of Reference & Information Services – Kristina Leedberg

Head of Youth Services – Nancy Boutet

Staff Librarians:

Branch Manager (Bookmobile) -- *Maureen Barry (retired 6/30/2011)*

ILL/Serials Librarian – Sarah Regan

Young Adult Specialist/Asst. Youth Services – Kira McGann

Local History/Genealogist -- Virginia Moore

Library Associates:

Cataloger/Classifier – Alla Brovina

Fine Arts/AV Librarian/Acquisitions/Fund Accounting – Carol McCahon

Juvenile Reference/Program Assistants – Ellen Apicco; Jacki Dibble; Seana Rabbito

Data Entry & Statistics/Patron Registration -- Pat Matheson

Circulation and Reader’s Advisory – Jean Butler; Laura Fowler; Mayleen

Kelley; Judy Madsen; Paula McWilliams; Leigh Nallen; Deborah Santoro; Chantale Shepard; Seana Rabbito

Substitute – Kathleen Merry

Library Technicians:

Order and Acquisition Receiving -- Karen Welz

Inter-Library Loan Support -- Mary Bowser

Bookmobile, Periodical and Inter-Library Loan Support -- *Amy Spadano (resigned 6/24/2011)*

Substitute –Courtney Rorke

Maintenance Worker I -- Dennis Mulligan

Maintenance Worker II -- Evelyn Desharnais; Carole Climo

Records Supervisor/Administrative Analyst -- Zoe Daniel

Library Pages (4)

Volunteers (contributing on average 34.5 hours per week or .92 FTE)

“I always try to tell everyone how great the services are at this library!”
Library Suggestion/ Comments Book

J.V. FLETCHER LIBRARY — CIRCULATION STATISTICS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Yr To Date Total
Adult Books	10,326	10,231	9,324	8,201	8,395	8,370	8,929	8,252	9,641	8,642	8,826	9,762	108,889
Children's Books	13,691	12,213	11,045	10,480	10,292	8,553	11,777	10,297	11,972	11,025	10,145	12,999	134,489
Adult Magazines	842	973	951	751	794	675	550	636	804	724	695	750	9,215
Children's Magazines	883	138	143	83	64	91	110	94	114	65	75	151	1,311
Adult CD's	2,325	2,495	3,027	2,881	3,363	2,657	2,445	1,975	2,529	2,082	2,147	2,206	30,132
Children's CD's	450	468	342	328	323	346	286	395	351	348	270	359	4,226
Adult Cassettes	117	125	127	110	100	93	96	99	110	95	79	79	1,230
Children's Cassettes	102	107	71	80	68	85	53	61	42	72	41	34	816
Adult Videos	1,646	1,489	1,312	1,307	1,386	1,461	1,665	1,499	1,635	1,329	1,123	1,747	17,599
Children's Videos	973	931	640	640	666	601	811	769	724	747	523	957	8,982
Downloadable Overdrive	154	178	172	251	172	212	265	268	254	277	241	278	2,712
Freegal Music									342	322	237	271	1,172
Adult Miscellaneous	10	7	6	5	7	3	5	6	5	4	5	15	78
Children's Miscellaneous	78	105	72	98	82	50	101	82	67	48	107	57	947
Museum Passes	289	280	129	129	130	140	124	139	139	196	175	265	2,105
Adult Playways (Scat 1267)	138	144	150	96	129	109	134	129	123	133	151	163	1,601
Children's Playways (Scat 1270)													
Foreign Language Deposit	27	30	15	10	8	11	14	19	13	22	10	16	195
Library Subtotal.....	31,351	29,314	27,526	25,452	26,969	23,457	27,465	24,723	28,943	26,245	24,886	30,244	325,175
Ebookmobile - Adult	310	323	417	225	334	269	279	167	303	301	254	404	3,593
Ebookmobile - Juvenile	800	985	963	1,023	1,205	789	757	557	1,353	1,025	1,084	667	11,208
Pen Subtotal.....	1,113	1,308	1,380	1,248	1,539	1,058	1,036	724	1,656	1,328	1,338	1,071	14,797
TOTAL:	32,464	31,222	28,906	26,700	27,508	24,515	28,501	25,447	30,599	27,571	26,224	31,315	340,972

J.V. FLETCHER LIBRARY — CIRCULATION STATISTICS

Previous Year FY10:	36,327	29,561	27,509	27,890	25,426	25,517	26,000	25,842	25,294	27,037	24,767	32,812	340,532
Percent Change:	-12.03%	5.62%	5.08%	-4.12%	8.89%	-3.92%	1.79%	-1.92%	4.45%	1.98%	5.93%	-4.96%	0.13%
OPAC Renewals	2,687	2,456	2,238	2,040	2,088	1,823	2,365	1,906	2,214	2,121	2,246	2,622	26,898
Renewals	3,223	3,194	3,683	3,050	3,071	3,530	3,207	2,853	3,762	3,411	3,322	3,176	39,498
Network transfers IN	3,633	3,782	3,684	3,354	3,127	2,952	3,679	3,394	3,343	3,540	3,611	5,953	43,907
Network transfers OUT	2,246	2,218	2,037	1,908	1,743	1,759	1,903	1,754	2,397	1,872	1,795	2,891	24,323
Inter-Library Loans IN	55	52	57	58	68	58	78	63	70	75	67	48	754
Inter-Library Loans OUT	13	25	22	18	30	16	14	21	19	19	8	0	205
Database Sessions, Fletcher													5,970
Database Sessions, MVLCP/Region													11,688
Reciprocal (NETWORK) Reciprocal (NON- NETWORK)	1,406	1,445	1,555	1,778	1,654	1,503	1,634	1,604	2,007	1,535	1,701	1,295	19,177
Hold Requests	4,837	5,070	4,273	4,145	4,286	4,264	4,314	4,052	4,904	4,637	4,100	3,852	52,774
New Registrations	5,383	5,368	4,598	4,806	4,867	3,995	5,144	4,628	5,171	4,724	10,842	4,634	64,090
Total Reciprocal	117	109	100	85	66	51	92	90	76	77	70	306	1,056
% of Circ to Reciprocal	6,243	6,515	5,828	5,323	10,873	9,803	6,008	5,856	6,311	10,373	5,801	5,147	71,911
Meeting Room Reservations	19.91%	21.76%	21.17%	23.27%	41.87%	41.79%	21.86%	22.68%	23.68%	41.81%	23.31%	17.02%	26.71%
Days Open	83	83	121	195	188	192	191	207	248	203	195	172	2,068
Hours Open	22	26	25	25	23	23	28	25	31	28	25	26	307
Library Website Sessions	184	222	222	211	205	223	212	207	253	220	219	230	2,608
Internet Users	35,641	37,840	30,443	29,136	12,206	12,767	17,717	17,085	17,500	17,098	14,996	12,596	220,210
Comp. Workshop Attendees	480	496	458	454	435	412	394	341	469	441	443	404	5,227
Comp. Workshops Offered	0	0	3	2	3	2	0	0	3	5	1	0	19
Adult Program Attendees	0	0	2	2	2	2	0	2	3	3	2	0	18
Adult Programs Offered	195	154	260	211	214	270	208	178	217	213	197	255	2,563
YA Program Attendees	8	7	7	8	5	7	6	6	8	8	6	10	96
YA Programs Offered	129	63	18	13	267	22	12	27	0	27	6	778	1,362
Children's Program Attendees	5	1	1	1	2	1	1	2	0	2	1	6	23
Children's Programs Offered	834	447	43	1,797	1,191	449	229	1,039	1,789	870	425	1,640	10,823
Computer Room Hours	10	3	1	33	26	10	4	22	37	16	4	14	180
Average Circ Per Day	32	27	25	28	25	31	29	32	31	29	31	29	331
	1,476	1,201	1,156	1,068	1,196	1,066	1,018	1,018	987	985	1,049	1,204	1,111

TRUSTEES OF THE J.V. FLETCHER LIBRARY

The J. V. Fletcher Library Board of Trustees is an elected six-member board empowered by Commonwealth law to set policy and oversee administration of the library. The Trustees are elected annually in pairs and serve overlapping three-year terms. Robert Price and Hajo Koester were re-elected in the May 2011 town election.

Progress Towards Trustee Goals:

The Board of Library Trustees' goal for FY11 was to continue the work of the J. V. Fletcher Library building expansion project and poise the Town of Westford to be prepared to apply under the next Massachusetts Board of Library Commissioners public library construction grant round in approximately FY17. In support of that goal, the following objectives and activities were set forth:

- Meet with the Permanent Town Building Committee on feasibility issues and expansion alternatives.
- Tour newly renovated and built public libraries. Starting in 2009, the Director and Board visited nine libraries.
- Meet with town staff, boards and officials to continue with needs assessment discussions
- Secure funding for a library building consultant and feasibility study at a future Annual Town Meeting.

Marianne Fleckner
Chair

Hajo Koester
Treasurer

Buffie Diercks
Secretary

Susan Flint

Robert Price

Jack Wrobel

While the director and trustees are extremely proud of the recent cosmetic renovations, our enthusiasm for continuing work on a building expansion project has not diminished. The trustees realize and appreciate the fiscal uncertainty of the town, the state and the country, but the reasons for the building expansion are still valid. Space is still needed for new collections, technology, additional meeting rooms, and more adequate office and storage space. With that in mind, the trustees met again with the Permanent Town Building Committee in September and in February. The trustees agree that developing plans for the library building expansion should continue so that plans will be in hand when the economic situation improves. This trustee goal will therefore carry forward into the coming years.

A second goal for the trustees in FY11 was to maintain hours of service to the Westford community. This includes 52 hours during the academic year, 55 hours during the Sunday season (January – April), 45 hours through July and August and 13 hours weekly for the Bookmobile. We have been successful with this goal and believe it has served the public well over the years. As we progress into FY12, hours actually are *increased* for the greater community, due to the discontinuance of Bookmobile service as of June 30, 2011.

A third goal in FY11 was for the trustees to continue to work to restore departmental staffing lost in the prior year. As always, the goal is to provide exceptional service while maximizing efficiencies.

TRUSTEES OF THE J.V. FLETCHER LIBRARY -CONTINUED

Library Trust Funds Activity:

In 2010, the Board of Library Trustees learned that former friend and volunteer, the late Gertrude Houghton had blessed the library with additional generosity -- a \$100,000 donation from Gertrude's estate. This bequest will have lasting effects on the J. V. Fletcher Library service program and staff development, with \$53,000 going to the J. V. Fletcher Library Foundation and \$47,000 into the principal of the E. D. Rainville Continuing Education Account. The Board of Library Trustees remember here, as well, the passing of benefactor Barbara Seavey. Barbara, and her late husband Gordon, are warmly remembered as both wonderful and civic-minded library patrons and benefactors. The trustees thank here also, current Trustee Robert Price, and wife Ann Mahoney, for their gift of stock to the Trustees' Benefactors Fund.

Trust fund money was used to purchase three museum passes and to cover most of the cost of the annual Staff and Volunteer Recognition Brunch. Additionally, the Board funded festive retirement events for Maureen Barry (see below).

As permitted by library policy, the trustees funded memberships of the staff and the trustees in various professional organizations and funded their attendance at a number of regional conferences, workshops and symposia. Printing of the semi-annual events mailer was paid by Trust funds. The trustees also approved funding for a promotional brochure for the establishment of a Foundation.

Library Policies:

The trustees work with the director during the year to keep the library's governing policies compatible with the current facility, the latest technologies and the best practices in library operation. This year, the revision of the CORI (Criminal Offense Record Information) policy on the state level compelled the trustees and the director to update the library's policy. In addition, with constant changing technologies, the director and trustees worked together to update the Internet Access Policy and Guidelines. Additional new and revised policies include:

- eReader Loan Policy and Agreement (3/7/2011)
- Closing Policy (3/7/2011)
- Homebound Policy (6/6/2011)
- Video Policy (4/4/2011)

In April 2011, the Board of Library Trustees signed a Memorandum of Understanding with abutter First Parish Church United, thereby formalizing what has heretofore been an informal understanding with the two organizations agreeing to a reciprocal and mutual use of each other's parking lots, during hours and times when the other facility is not in use.

TRUSTEES OF THE J.V. FLETCHER LIBRARY-CONTINUED

Professional Development and Activities:

Trustees attended the following event sponsored by our state library support organizations this year:

- The Massachusetts Friends of Libraries (MFOL)/MLTA 14th Annual Joint Conference on November 6th at the Worcester Technical High School: *Managing Change to Continue Essential Services for Your Library*.
- Trustees engaged in a Board Strategic Planning Retreat on June 13, 2011, and attended as well the town-wide Strategic Planning Retreat at Kimball Farms, June 23, 2011.

Recognition:

The trustees would once again like to thank the library staff for sustaining their high level of quality service to the community, despite continual downsizing and re-organizing. The trustees would like to commend the library staff for being flexible in the extra hours they were willing to work, and the director for ingenuity in juggling their schedules. Added to this challenge, was the ever-increasing popularity of enhanced and expanded library programs. Innovation and commitment persevered in allowing the library staff to continue its reputation of excellent service.

The trustees would also like to acknowledge and thank the skilled volunteers who perform critical tasks that keep the library functioning. In FY11, volunteers donated an average of 34 hours per week – or the equivalent to .92 of a full-time paid staff member. The library's dedicated volunteers were honored at the annual Recognition Brunch in November of 2010 hosted by the Library Trustees and Friends. The Recognition Brunch additionally honored staff anniversaries occurring from Jan. 1, 2010 - Dec. 31, 2010:

- For five years: Chantale Shepard, Leigh Nallen
- For ten years: Alla Brovina, Carole Climo, Jacki Dibble, Kristina Leedberg, Carol McCahon, Seana Rabbito, Holly Sheridan-Pritchard
- For 20 years: Evelyn Desharnais, Virginia Moore, Karen Welz

Special events marked the June 30th retirement of Maureen Barry, Bookmobile Coordinator, after 29 years of dedicated, unstinting service to the patrons of the Westford library. Trustees hosted an evening Open House for Bookmobile patrons, the Board of Selectmen honored her at their June 28th meeting, and all participated in a final "drive-in" celebration for final trip of Bookmobile on June 30, 2011.

Friends of the J. V. Fletcher Library, Inc.:

The library wouldn't be the success it is without the hard work and unparalleled dedication of the Friends of the J. V. Fletcher Library, Inc. This auxiliary group's annual fund raising effort to raise money for library collections and technology again this year brought much success providing funds that helped the library maintain the level of spending on books and other materials required by the MBLC to retain library certification. The trustees would like to praise the Friends for another successful membership drive and outstanding quarterly book sale program.

TRUSTEES OF THE J.V. FLETCHER LIBRARY-CONTINUED

The Friends continued to fund the purchase of new videos and bestsellers for the library's popular collections, underwrite the majority of the museum passes, fund the summer reading programs and various holiday programs, and fund the juvenile, teen and adult programs throughout the year.

The Library Board and administration engaged in post-Town Meeting planning to design an optimal FY12 library service program in light of the Town Manager's town-wide hiring freeze. With Bookmobile service discontinued as of June 30th, funds which formerly supported Bookmobile service were instead used to restore Monday morning hours, open summer Saturdays, and provide Sunday hours (January – April), while continuing homebound service to Westford seniors, physically challenged and homebound patrons. While the end of Bookmobile service has been a source of widespread sadness for patrons, it is noteworthy that the entire community will benefit from the increased library service hours in FY12.

Note:

The library Trustees generally meet at 7:00 PM at the library on the first Monday of the month throughout the year. These meetings are, of course, open to the public and residents are always welcome to attend and comment. An updated meeting schedule is maintained at the library website: www.westfordlibrary.org. The Trustees may be reached through this website and all library policies are available there for public viewing.

MUSEUM & HISTORICAL SOCIETY

Visitors: Approximately 1900 people visited the museum in 2010. The largest single set of visitors were the children, teachers and chaperones who came for the 3rd grade tours.

Acquisitions of Note

- Westford 2008 Quilt made by the Nashoba Quilters now on display at the newly renovated Town Hall
- Eagle Scout candidate Jesse Crane assembled a book of information on the veterans buried in four of Westford's cemeteries. In addition to the color hardcopy, Jesse provided a digital version.
- Two new laptop computers to be used for interactive displays at the museum (courtesy of Jim Satko and HP)
- Canvas giclée of The Departure of the Minutemen by nationally known historical artist Don Troiani

There are currently over 6100 items in the accessions database.

Temporary Exhibits During 2010

- History photo scavenger hunt through existing exhibits
- Handwork (including the Westford 2008 Quilt)
- Historic Christmas greeting cards (by Patti Mason)
- Old Time Toys (by summer intern Katie Osgood)
- Military artifacts (by volunteer Mark Gozzo)
- Root, Root, Root for the Home Team; A History of Baseball in Westford
- Westford Town Hall
- Artifact of the Month

Events

- Westford Museum open most Sundays from 2 to 4 p.m.
- 3rd Grade tours
- Westford Academy (WA) Westford History class tours and orientation
- St. Disaff's Day spinning bee and bimonthly spinners gatherings
- Book discussion on David Brody's *Cabal of the Westford Knight*
- Book signing by Marie Leonard
- Holocaust remembrance event: screening of *Paperclips* and roundtable discussion
- Off-site presentations to children at the Goddard School in Westford

Penny Lacroix
Museum Director

Dan Lacroix
President

Beth Shaw
Vice President

Bob Shaw
Treasurer

Elizabeth Elliott
Secretary

Bill Barnett
Jim Bogue

Jim Clark
Gail Connolly*

Doug Cook
Geoff Hall

Conrad Hinckley**

Mike Harde
Patti Mason

Bob Oliphant
Newell Tillman

* retired from board in
2010

** new to board in
2010

MUSEUM & HISTORICAL SOCIETY-CONTINUED

- Westford Minuteman and Militia open house
- Archaeology survey presentation (in conjunction with the Historical Commission)
- Fairview Cemetery tour
- Student photo contest (cemetery theme)
- José Ramirez book signing and presentation
- Unveiling of the Departure of the Minutemen painting by Don Troiani
- Participation in the Fall Family Fun Fest at Kimball Farm
- Fundraiser at the British Beer Company with the Minutemen and the British Regulars
- Mary McAvoy reading and photography display
- Robert MacDougall Veteran's Day program
- West Street Serenaders holiday concert
- Eight folk concerts
- Genealogy talk and workshops at Cameron Senior Center (Patti Mason & Bob Oliphant)
- Book signing by Bob Oliphant

Private events were hosted at the Museum for the Westford Newcomers and Friends, the Westford Conservation Trust, the Col. John Robinson Chapter DAR and the League of Women Voters.

Projects

- Atwood papers sorting, organizing
- John & Abigail Adams Museum Musings program (for Westford CAT)
- \$1000 Greater Lowell Community Foundation grant for dehumidifier, data loggers and fans
- Baseball history roundtable production (for Westford CAT)
- Town Hall roundtable discussion (for Westford CAT)
- Civil War Monument 100th anniversary summary (published to website)
- Transition to PHP List for our membership and mailing management
- Implementation of monthly e-newsletters
- Launching of a new Museum website and branding
- Security monitoring video system installed
- Inventory and accessioning of our Native American collection
- Re-publication of Marilyn Day's *A Walking Tour of Fairview Cemetery* book on CreateSpace.com
- Westford History Prize (for WA students)
- Route 110 documentary (for Westford CAT)
- Historical and genealogical research for over twenty researchers from across the country

MUSEUM & HISTORICAL SOCIETY-CONTINUED

List of Volunteers

Andrea Ales	Jon Forsyth	Louis Lennert
Brenda Barlow	George Gabrielson	Pat Louch
Bill Barnett*	John Gallucci	Patti Mason
Adrien Bisson	Mark Gozzo	Nora Newhard
Jim Bogue*	Geoff Hall	Andy Norander
David Brody	Ellen Harde	Bob Oliphant
Judy Cataldo	Mike Harde*	Stacey Perron
Jim Clark*	Jeff Henry	Melissa Phillips
Bill Cody	Conrad Hinckley*	Marguerite Sabatino
Gail Connolly	Tony Janeczek	Beth Shaw
Doug Cook*	Andre Lacroix	Bob Shaw*
Marilyn Day	Cate Lacroix	Sandy Shepherd
Elizabeth Elliott*	Dan Lacroix*	Newell Tillman*
Bruni Fletcher	Penny Lacroix*	WA Museum Club members

** denotes current Westford Historical Society Board Members*

Thank you to all the faithful volunteers, who really are the life blood of the Westford Historical Society.

Board meetings are usually the 4th Wednesday of the month at 7:15 p.m. in the Museum cottage.

Website: www.westford.com/museum

Email: Museumdirector@westford.com

NASHOBA VALLEY TECHNICAL HIGH SCHOOL

Nashoba Valley Technical High School is a regional technical high school established in 1969 to serve students grades 9–12 and also provides post-graduate programs for those between the ages of 18 and 25 years old. Nashoba has earned an impressive reputation for producing community leaders as well as providing community service. With an enrollment of approximately 725 students from seven communities, Nashoba Valley Technical High School offers career preparation in 18 technical programs.

NVTHS

School Committee Members

Joan O'Brien

Raymond Riddick

Alternate

Mark Desrochers



Administration

Dr. Judith L. Klimkiewicz	Superintendent
Ms Denise Pigeon	Principal
Mr. Matthew Ricard	Assistant Principal
Ms Carol Heidenrich	Director of Technology
Ms Melissa LeRay	Director of Special Education
Ms Jean Savoie	Business Manager
Ms Gabriella White	Coordinator of Academics and Testing
Mr. Paul Jussaume	Coordinator of Technical Programs/Cooperative Education
Ms Jobee O'Sullivan	Coordinator of Guidance and Admission

NASHOBA VALLEY TECHNICAL HIGH SCHOOL-CONTINUED

Accreditation: New England Association of Schools and Colleges.

Three 12-week trimesters: Eight 45-minute periods set in a block schedule, five days per week. The school schedule alternates one week of academic classes with a week in a career-technical area for grades 9 through 12.

The Year in Review

During the 2010/2011 school year Nashoba had, as most other districts, to work with fewer funds while striving to achieve our district goals. Thanks to our ten year plan we were able to achieve all our facility, technology, and instructional goals with total fiscal responsibility.

In addition to direct video, LCD projectors, web casting capability, and smart boards, we have expanded our use of technology through cells, computers, video streaming, and this year we will begin with the use of iPADS for Advanced Placement and other student classes. All teachers have websites with posted lesson plans, homework, and parent portals. As a technology high school it is critical to focus consistently on technological improvements.

We have maintained our focus on being fiscally and environmentally responsible by receiving MSBA approval for reimbursement and the installation of a second 100 km solar voltaic unit on our roof to reduce the cost of our electricity in a green way. Estimated savings for our first solar roof unit was 10-12% for the past three years. Additionally, we have renegotiated electricity and gas for 2014. Our estimated energy savings in 2010 was \$85,000.

Nashoba continues to embrace educational opportunities for our teachers through summer professional development opportunities as well by serving as a satellite campus for many local colleges' graduate programs.

As we continue through a time of economic uncertainty I can assure you that at Nashoba Valley Technical High School, students will still receive a technical education of the highest quality with the most current state-of-the-art equipment.

Vocational-Technical Programs (Secondary & Post Graduate)

Auto Collision Repair & Refinishing	Electrical Technology
Automotive Technology	Electronics/Robotics
Banking, Marketing & Retail	Engineering Technology
Carpentry/Cabinet Making	Health Assisting/
Cosmetology	Hotel Restaurant Management
Culinary Arts/	Machine Tool Technology
Dental Assisting	Plumbing/Heating
Design & Visual Communications	Programming & Web Development
Early Childhood Education	TV Media Production/Theatre Arts

NASHOBA VALLEY TECHNICAL HIGH SCHOOL-CONTINUED

Special Academic Programs

Advanced Placement Honors and College Preparatory courses are available in all core subjects. World language and additional educational courses are offered for all four years to all interested students.

Dual Enrollment

Juniors who are eligible and recommended by teachers/administration may elect to enter the Dual Enrollment Program and take courses the junior and senior years at a two- or four-year public college or private institution in Massachusetts or New Hampshire. Upon completion, they receive their high school diploma from Nashoba and one or two years of college credit. Many Nashoba students in recent years have graduated with an Associates degree from college and their high school diploma at the same time. Also, individual study programs for talented students are directed to their area of excellence. Many of our students are accepted at such distinguished institutions as MIT, Ithaca College, Emerson College, Boston University, and University of Massachusetts, among others.

Community Service Projects

Nashoba is unique in its approach to community service and its relationship to its district towns. Students are expected to go with their instructors to areas of our district to work on community service projects that have been approved and selected for their benefit to the community and the learning of our students. The students perform all necessary work for the district towns. The Community Service Program educates students in a real world setting and allows the towns the benefit of viewing Nashoba students at work and having a major project completed without expending limited town resources for capital improvement.

Student Activities

Nashoba sponsors an extensive program in intra-scholastic sports including varsity teams in ten high school sports with equal opportunities for both male and female students. Other extracurricular activities include Student Council, National Honor Society, Yearbook, Students Against Destructive Decisions, Skills USA, Student Leadership, Peer Mediation, and many special interest clubs. **No user fees** are imposed on any sport, school sponsored club, or activity.

Continuing & Community Education

More than 700 adult students attended the Continuing Community Education Program in late afternoon and evenings at Nashoba. More information can be found on the NVTHS website.



NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS

The Northern Middlesex Council of Governments (NMCOG) was established in 1963 under Chapter 40B of the Massachusetts General Laws and is one of thirteen (13) regional planning agencies in the Commonwealth. NMCOG serves nine communities in the Greater Lowell area, including Westford, and provides professional technical assistance in the areas transportation, economic

development, land use, community development, permitting, smart growth, housing, historic preservation, open space and conservation, geographic information systems (GIS), pre-disaster mitigation and emergency response, and environmental protection. The Council's governing body is comprised of a chief elected official, Planning Board member and alternate from each member community.

Robert Jefferies
Councilor, Board of Selectmen

Kevin Borselli
Councilor, Planning Board

James Silva
Alternate

The agency strives to bring a regional and interregional perspective to all areas of planning and resource management by fostering cooperative efforts between municipalities, and encouraging collaboration between the public and private sectors. NMCOG promotes the interests of the local communities at the state and federal level, and often acts as a liaison between the municipalities and other levels of government.

The Council maintains a staff of professional planners and technicians to assist in developing and implementing its policies. The Council meets monthly (usually the third Wednesday of each month) at 40 Church Street, Lowell, and all meetings are open to the public. Each NMCOG member community pays an equal per capita assessment, which is used to provide the local match for various State and Federal grant funding programs. The Council's FY 2010 budget included \$72,732.49 in local assessments, of which \$5,389.48 represented Westford's share.

NMCOG devotes a large share of its resources to transportation issues. Over the past year, the Council continued to assist the Town in advancing the design plans for Phase II of the Bruce Freeman Bike Path, and in the design of future traffic improvements along Route 110 from Minot's Corner to Nixon Road.

NMCOG undertakes an annual traffic counting program, collecting over one hundred counts at various locations throughout the region. Many of these counts are conducted within the Town of Westford. The count data is incorporated into a traffic count book and map that is distributed to local officials. Traffic count data is also available on the Council's web site at www.nmcog.org.

NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS

CONTINUED

The Council continues to provide assistance to the Lowell Regional Transit Authority (LRTA) in the following areas: obtaining Federal capital and operating assistance, marketing programs to improve ridership and revenue, statistical monitoring and analyses, and planning evaluation of the LRTA's route structure and scheduling. Transportation services are available to Westford seniors through the Westford Senior Center, the LRTA provides fixed route bus service along Route 110, from the Chelmsford town line to the Littleton IBM facility.

NMCOG has entered into a Short-Term Planning contract with the Economic Development Administration (EDA) of the U.S. Department of Commerce to prepare the Annual Comprehensive Economic Development Strategy (CEDS) Update for 2010-2012 for the Greater Lowell region. The document provides a blueprint for addressing the economic development problems in the region, and strives to achieve a balance between the implementation of economic development initiatives and maintaining the quality of life for area residents and businesses.

NMCOG is working with Westford, and other communities throughout the region, on initiatives to regionalize certain municipal services. This project is funded by the Massachusetts Department of Housing and Community Development (DHCD), using funds made available by the legislature under the District Local Technical Assistance (DLTA) Program. The DLTA projects include a feasibility study to investigate the formation of a regional 911 dispatch center, establishment of a regional procurement program, and a feasibility study to share animal control services.

NMCOG has begun the process of updating the region's 2006 Pre-Disaster Mitigation Plan, through a contract with the Massachusetts Emergency Management Agency (MEMA). The Plan links community planning with pre-disaster planning by providing an updated assessment of natural hazard risks potentially affecting the overall region and individual communities, including Westford. The Plan also identifies appropriate mitigation measures for addressing these risks, in order to reduce the loss of property and life in the event of an actual disaster.

NMCOG continues to work with the Affordable Housing Committee to update the town's five-year Housing Production Plan. Approval and certification of the Housing Production Plan by DHCD will allow the town to have greater local control over the 40B development process.

PARKERVILLE SCHOOLHOUSE COMMITTEE

Elizabeth Nesmith Outhuse, the eldest Parkerville Schoolhouse alumna, sadly died shortly after attending the annual Open House and ceremony in November 2010. It was at this gathering that Westford's #5 Schoolhouse was placed on the National Register of the Country Schoolhouse Association of America. Elizabeth loved the schoolhouse so much that her marriage was held there and she wrote a chapter in her memoirs about the school. She had regularly attended the Open Houses as did another alum, Joe Perkins, and loved to reminisce about going to school at the historic 1880 1-room school. Meeting them was a wonderful opportunity for Westford's young students as well as their parents.

Dolly Michaelides <i>President</i>
Roger Plaisted <i>Vice President</i>
John Wilder <i>Treasurer</i>
Heidi Hatke <i>Recording Secretary</i>
June Kennedy <i>Corresponding/Archival Secretary</i>
Charles Kennedy
Bonnie Oliphant

During the spring of 2011, twenty third-grade classes from Westford, and several second-grade classes from Acton and Hudson, MA, experienced the "Old School Days" curriculum of 'rithmatic on slates, dip-pen writing, marching to the wind-up victrola, old-fashioned games, and local history. The children are encouraged to wear period clothing and are thrilled to take on the name of a former student, such as Elizabeth or Joe. A wonderful part of the Living History Program experience comes from the 'schoolmarms' who volunteer their time, many of whom are retired Westford teachers: Ruth Guild, Dolly Michaelides, Bonnie Oliphant and Jane Jurgeleit. Melva-Jean Shepherd, also a retired teacher, and our own Board member and local author and historian, June Kennedy, also volunteer as 'schoolmarms'.

Although the town owns and insures the building, all of the Schoolhouse projects are done at no cost to the town. Funds for restoration projects or building maintenance are primarily received from an annual mail drive in October. Local student groups or non-profit groups, such as Habitat for Humanity, can reserve the Schoolhouse at no cost. Local scout and 4-H groups held their meetings here in return for service including decorating the windows or helping during our annual spring cleanup. It was a pleasure to have the Westford Academy Theater Arts borrow two desks as props for their December production of the Christmas Carol.

The historic building is in great shape and ready to be used by local school groups or rented for small parties and gatherings. If you are interested in using or renting the schoolhouse, which has buffet tables and chairs for 50, please call Heidi Hatke at 978 392-6827. Also, call if you wish to come to one of our monthly meetings or visit our website at www.ParkervilleSchoolhouse.org. The Committee would like to thank Bob Oliphant for his reliable participation and monthly support although he is not an Officer.

PARKS AND RECREATION COMMISSION

The Parks and Recreation Commission acts as a policy-setting committee for the Parks, Recreation and Cemetery Department. The commission oversees short- and long-range planning for recreational facilities and site acquisition, as well as the development and maintenance of existing recreational facilities. The nine members of the commission are appointed by the Town Manager. The Commission meets the first week of each month. The Cemetery Commission, a separate commission, acts as the policy-setting committee for the cemetery operation.

Kevin “Kacy” Caviston
Chair

Carolyn Metcalf
Vice-chair

Colleen Barisano
Gus Bickford
Ken Hanly
John McNamara

The Parks, Recreation and Cemetery Department is responsible for recreation programming, parks and grounds maintenance, and cemetery maintenance and operations. Department Staff: Patricia Savage, Director, Sandra Habe, Assistant Director, Debra Barry, Office Administrator, Danielle LeBlanc, Senior Assistant, Kristin Kinglocke, WPC Curriculum & Program Coordinator. The following staff are shared positions with Highway Department: Jonathan Revis, Parks/Grounds Operations Supervisor, Robert Upperman, Parks/Grounds Crew Leader, Richard Nawoichik, Cemetery Supervisor, Brian Auger, Lloyd Leach, Glen McCarthy, and Brian Shipley, Heavy Equipment Operators. The administrative office is located at 35 Town Farm Road. Website www.westfordma.gov/rec

PARKS AND GROUNDS

Parks and Grounds maintain parks and recreation areas as well as other town properties.

American Legion ball fields' work included cutting and filling base paths on all seven fields. Pitching mounds were graded and aligned properly. Repairs to the irrigation system were also completed.

Areas of Jack Walsh were closed at the end of the summer for deep tine aeration, overseeding, and repairs. The well pump was repaired and replaced. There continues to be an increase in permit requests and usage of this prime soccer facility.

The Town Common hosts a number of events throughout the spring, summer, and fall. In addition to grounds maintenance, repairs were made to the flag pole and irrigation system.

Work on *VFW/Forge* included cutting out base paths, repairs to lighting and grading of mounds. Permit fees pay for maintenance of recreation fields.

Dedication of Bench at VFW Field

A bench in memory of long time police officer Billy Duggan was unveiled this past fall at VFW softball field. His daughter, sister and approximately 75 family members and friends attended the unveiling. A second bench will be placed at the Town's Police Department. Retired Police Officer George Higgins was instrumental in working with the Parks and Recreation Commission and Department in honoring Billy's

PARKS AND RECREATION COMMISSION – CONTINUED

As time and labor permit, the crew has helped the Conservation Commission with mowing at Pond St, placement and removal of docks at East Boston Camps, and mowing of the grassy area at the main camp.

The crew in addition to grounds maintenance responsibilities completes other tasks/projects throughout the year. This year the crew strung holiday lights at the Town Common. The annual holiday lighting ceremony is held the Sunday after Thanksgiving and is coordinated with the Girls Scouts and the Common Restoration Committee. The crew hangs the flags along Main Street and North Main Street for Memorial Day through July 4th and from Veterans Day through Pearl Harbor Day – Dec. 7th.

Equipment replacement included two field laser lining machines and two backpack blowers. The crew maintains the grounds equipment. Vehicles are maintained by the Highway Department with cost of repairs/maintenance being shared for trucks that are used in snow and ice storms.

Bruce Freeman Rail Trail

The Bruce Freeman Rail Trail (BFRT) has been added to the maintenance plan. The plan is for the crew to clean up leaves/debris in the fall and clean up in the spring removing winter debris. Emily Teller, Friends BFRT www.brucefreemanrailtrail.org has worked closely with the department and Commission in funding and communicating issues related to the trail. Emily has been an invaluable resource for the department and staunch advocate for the BFRT.

Ronan McElligott Memorial Playground – because every child deserves a place to play

This year was the first full year of usage, the playground being dedicated Nov. 2009. The playground is a barrier free playground accessible to children of various ages and abilities. Because of its location at Edwards Beach this summer saw an increase in usage. Due to the increase in usage a parking plan developed by Town Engineer Paul Starrat and Assistant Town Engineer Jeremy Downs was used and parking attendants were hired to assure adherence to the plan. The parking plan worked out well. Repairs were made in the fall to a portion of the poured in place surfacing. www.westford.com/ronansplayground

RECREATION PROGRAMS

The town established a Recreation Enterprise Fund that began in fiscal year 2009. The Enterprise Fund gives the town the flexibility to account separately for services for which a fee is charged. The Recreation Enterprise Fund successfully reached its financial goals in its second year of a three year commitment. With the start of fiscal year 2011 the fund does not receive any subsidy from the town. A variety of programs are offered throughout the year. A brochure is mailed to Westford residents twice per year and it is available online. Registration for most programs is available online at www.westfordrec.com

PARKS AND RECREATION COMMISSION—CONTINUED

Westford Area Community Crew (WACC) under the guidance of Coach Ken Gifford enjoyed another successful season. The highlight of the fall season was having both adults and high school students row in the Head of the Charles Regatta (HoCR). The Head of the Charles and its Earnestine Bayer Race (EBRoC) are held annually in Boston. The international event included fifteen Westford residents rowing in the HoCR and EBRoC races. WACC members Pierre Lessard, Linus Alinskas, Marc Cajolet, Jon Raichek and Garrett Miner had a 22m 45s time in the Saturday afternoon HoCR Men's Masters 4+ race. The EBRoC Mixed Doubles scull of Priyanka Ram/Matt Davis won 1st place in the 15 to 19 year old C2 race with a 24m 44s time on the 3 mile course. The Danielle Raichek /Mickaela Noonan scull won the EBRoC Women's Double C2 15 to 19 year old race with a 29m 59s time and Gwen Orford won the Women's Singles C3 15-19 year old race with a 29m 41s finish. Sarah Berkowitz, Ben Davis, Nick Walsh, Joe Berardis & Eddie Pittman-Dougherty had a 20m 23s time in the Sunday morning HoCR Men's Youth 4+ race.



Head of the Charles – Earnestine Bayer Race medal winners from left to right Matt Davis, Gwen Orford, Mickaela Noonan, Danielle Raichek and Priyanka Ram.

New Counselor in Training/Leadership program took place this summer at the Town's East Boston Camps. Youth ages 13 to 15 participated in three week session gaining valuable leadership training, CPR/First Aid Certification, program planning, and effective techniques and practices in working with children. The majority of attendees graduated from the program and are ready to work for the recreation department or other organizations that work with children.

PARKS AND RECREATION COMMISSION—CONTINUED

Concerts on the Common

Making use of the new bandstand, the department held four great concerts this past summer at the Town Common. Residents and friends brought picnic dinners and enjoyed the evening while being entertained with live music.

Basketball Coach Bill Denzel's popular summer basketball program was offered for the first time during Feb. and April vacations. Bill has been working with the department since 2001.

Tennis Coach Donna Holmes had a successful summer USTA Junior Tennis Team (JTT) season. The teams competed against area USTA JTT. Donna, a certified tennis professional, offers a variety of tennis programs spring through fall, weather permitting. Donna has been working with the department for over 10 years.

Westford Partnership for Children After School Enrichment program operates in all six elementary schools and for middle school participants at Stony Brook Middle School. The program offers a variety of activities with new choices being added each registration period. The WPC offers special programs during school professional development days. Special program days are open to all students.

The Middle School program's name was changed to Middle School Rec Club. Merideth Goddard, Site Director, has added a number of new activities after meeting with Middle School participants. Cooking, Chill out Friday, as well as the new Wii games are all popular activities.

Site Directors Abbot – Heidi Hillman, Crisafulli – Michelle Collett, Day – Tamara DeMaio, Miller – Donna Burnham, Nabnassett – Geri Simons, and Robinson- Linda Hillman meet monthly with the Assistant Director and Curriculum Coordinator to discuss the program, attend training, and discuss successes and areas for improvement. All Site Directors have worked in the program for two or more years.

EAST BOSTON CAMPS AGREEMENT WITH CONSERVATION COMMISSION

The first year of the agreement for scheduling the East Boston Camps property between the Conservation Commission and Parks and Recreation Commission has worked well. Several rentals took place with Boy Scout troops being the most active users. Building repairs anticipated in 2010 were not completed. It is anticipated to have one or two buildings ready that will meet Board of Health permit requirements for family camping.

PARKS AND RECREATION COMMISSION—CONTINUED

TOWN FARM

The department administrative office has been located at 35 Town Farm since September 2007. The asbestos insulation on the basement pipes was professionally removed and disposed of this year. The windows are being reviewed for replacement. The windows are a part of the historic listing for the building due to the nine pane/six pane design structure. Historic grants are being considered.

WESTFORD COMMUNITY FIELDS

This year saw an increase in fundraising and it is anticipated the Westford Academy field will be constructed in summer 2011. A ground breaking ceremony took place at the Nutting Road site in December. The initial site work of clearing and leveling the site took place in the fall/winter. Fundraising will continue in order to complete the project by the spring of 2012.

PERMANENT SCHOOL BUILDING COMMITTEE

The Permanent School Building Committee completed its work during FY2011, and was disbanded by the Board of Selectmen on June 1, 2011. This is a review of the committee's activity over the past 23 years.

1986-1987 Building Needs Studies:

In 1986, a Building Needs Study Committee, appointed by the School Committee recommended to Town Meeting:

1. Build a new Middle School to free space for growth in elementary enrollment.
2. Build an addition to the Nabnasset School to handle enrollment growth and to provide Kindergarten space.
3. Convert the John W. Abbot and Norman E. Day Schools to Elementary Schools.
4. Close the Allan Cameron School (now the Cameron Senior Center) and the William E. Frost School (now part of the Roudenbush Community Center).
5. Convert the covered play area at the Col. John Robinson School to classrooms.

Ken Morgan
Chair

George Murray
Vice Chair

Steven Brierley
Secretary-Treasurer

Arthur Benoit
Karen Cavanagh

Thomas Ellis
Angela Harkness

Robert Jefferies
Mike Mulligan

Kirk Ware

A second Building Needs Committee was appointed in 1987, which agreed with the earlier recommendations, and in May of 1988 the Permanent School Building Committee was appointed by the Board of Selectmen to plan and construct a new Middle School.

Design Principles:

The committee agreed on the following principles to guide its work:

- Schools are public facilities that should engender pride in the community and among students and staff.
- Design decisions would be made based on total life cycle costs.
- Facilities would be designed to foster community use off-hours.
- All classrooms would be located on exterior walls for maximum natural light.
- Common, inexpensive materials; block, brick and steel would be used in imaginative ways.
- High-quality, well-engineered HVAC systems for a healthy environment.

PERMANENT SCHOOL BUILDING COMMITTEE—CONTINUED

Lloyd G. Blanchard Middle School – Opened 1992



Built at a cost of \$14.7 million dollars, with core facilities sized for 1200 students, and classroom capacity for 900. Named for Lloyd G. Blanchard, former Superintendent of Schools from 1957 to 1982.

Nabnasset Elementary School – Reopened 1997:



PERMANENT SCHOOL BUILDING COMMITTEE—CONTINUED

Built for \$5.77 million, the design of the Nabnasset renovation and expansion was focused on increased enrollment and lack of equity of school facilities throughout town. It included a library, gymnasium, cafeteria (none of which existed previously), and kindergarten classroom space.

Westford Academy – Reopened 2000:



Built at a cost of \$32.79 million. The project design focused on anticipated enrollment increase, elimination of the improperly ventilated, windowless central core, improved ventilation throughout, and the need for a Performing Arts Center.

John A. Crisafulli Elementary School and Rita E. Miller Elementary School:

Built for a combined cost of \$33.65 million, these two schools were originally bid as one project, but were re-bid as separate projects to achieve lower cost. They were designed using common “modules” of space, and on a very short schedule (14 months.) Both were built on marginal land, which entailed significant additional costs due to ledge blasting and rock removal. (The site of the Crisafulli School had been rejected when the Lloyd G. Blanchard School was constructed.)

HVAC equipment for both of these schools was housed in a peaked-roof structure to lower noise in their residential neighborhoods.

Despite the short construction schedule, it was necessary to site four modular classrooms at the Norman E. Day School, and to convert the industrial arts shop at the Abbot school to three classrooms to accommodate rapid enrollment growth during this period.

PERMANENT SCHOOL BUILDING COMMITTEE-CONTINUED

John A. Crisafulli School – Opened 2002:

Named for former Superintendent of Schools John A Crisafulli, who served in that capacity from 1985 to 2000.



Rita Edwards Miller School - Opened January 2003:

Named for Rita Edwards Miller, teacher and then principal of William E. Frost, Allan Cameron, and C. G. Sargent schools over her 44-year career in Westford.



PERMANENT SCHOOL BUILDING COMMITTEE—CONTINUED



Stony Brook Middle School at the Veterans Memorial Complex – Opened 2003:

Built at a cost of \$27.3 million, this school site had very high development costs. The entrance to the school is 1/3 mile long, and extensive blasting was required for boulder removal on the site. The project included a wastewater treatment plant sized to include the Housing Authority homes and future town office expansion. The WPSBC paid the entire cost of the Veterans Memorial Complex survey and Environmental Impact Report.

Litigation:

The contractor for the Stony Brook School abandoned the project, and the bonding company refused to complete the project because they claimed the WPSBC had not followed the terms of the bond. The WPSBC completed the work. The Board of Selectmen engaged outside counsel in 2005 and Westford filed suit against the contractor and bonding company. The suit was finally settled through mediation in April of 2011.

Cost Summary:

The six projects totaling 693,000 square feet were completed at a cost of \$114 million dollars, for an average cost per square foot of \$165. The town's share of the cost was \$40 million dollars. Because of building cost inflation, and lowered state construction reimbursement since Westford completed these projects, building them in 2011 would have increased the town's cost from \$40 million to \$112 million.

While meeting the design criteria initially established, each school completed over the 23 years of the committee's existence was completed on time, and for less than the amount appropriated.

PERMANENT TOWN BUILDING COMMITTEE

The Permanent Town Building Committee (PTBC) and the entire town celebrated the completion of the Town Hall Addition and Renovation Project at the Open House on March 6, 2011. Construction of the three year project had been completed three months earlier and Town Hall staff had returned to their new offices just prior to Christmas, 2010. The contractor for both the Senior Center and Town Hall projects was L.D. Russo of Harvard, MA. Although the construction for both projects was substantially completed, they were still busy through the first six months of 2011 completing remaining punch list items. The PTBC also participated in the Town wide Strategic Planning Workshop at Kimball Farms on June 23, 2011. The PTBC was designated to complete an inventory of town owned buildings and make recommendations for the use of available building space.

Thomas Mahanna
Chair

Kirk Ware
Vice Chair

Paul Davies
Treasurer

Nancy Cook
Secretary

Karen Cavanagh
Doug Fannon
Gary Lavelle

Cameron Senior Center Generator

During the oppressive heat wave of the summer of 2010, many people sought relief in the Senior Center. The Senior Center staff worked with the PTBC and the Board of Selectmen to designate this facility as an Emergency Shelter. In order to be a fully functioning shelter, a standby generator is needed to provide backup power during emergencies. The PTBC hired Nangle Engineering to design a new 100 KW natural gas fueled generator that will be located outside the rear of the building. Bids for the project were received on March 31, 2011 and Fall



Cameron Senior Center

River Electrical Associates from Fall River, MA submitted the successful low bid of \$113,444. The project is scheduled to be completed in September, 2011. Funding for the project was obtained from remaining funds from the original construction project.

Town Hall Generator

In addition to completing the remaining punch list work at Town Hall, the PTBC included modifications to the backup power system at Town Hall as part of the Cameron Senior Center Generator project. The existing generator was a 40 year old diesel generator that provided limited back-up power to Town Hall. Town Hall's electrical system will be connected to the existing 300 KW located in the Fire Station which provides backup power to both the Fire and Police Station.

PERMANENT TOWN BUILDING COMMITTEE- CONTINUED

Although the entire Town Hall will not have power during electrical outages, this generator will provide a more reliable backup system for Town Hall for computers, emergency lighting, and heat. This work is also scheduled to be completed in September 2011.

Meetings

Our meetings are generally held every other Wednesday at 6:30 p.m. Information about our committee and our meetings can be found on our webpage at www.westfordma.gov.

PLANNING BOARD

The Planning Board typically meets on the first and third Monday of each month in Room 201 at Town Hall. Meetings are open to the public. The Planning Board is pleased to present this account of the significant events and activities of the Board for FY 2011.

Highlights of the year include:

- Modification of the former Boch Honda approval that led to construction and opening of the Boch Honda West dealership on Littleton Road.
- Review and hearings on five zoning amendments, four of which passed at Annual Town Meeting in March 2011. The topics of the amendments were:
 - Reorganization of the Sign Bylaw
 - Establishment of the Minot's Corner Overlay District to address properties affected by the interchange improvements planned at Boston Road and Littleton Road
 - Creation of a Site Plan Review process for religious, childcare and educational uses.
- Review and approval of an 18,000 square foot retail project at 355 Littleton Road (Orchard Square).

Michael Green <i>Chair</i>
Kevin Borselli <i>Vice Chair</i>
Dennis Galvin Katherine Hollister Prasad Vasiraju
Staff Angus Jennings <i>Director of Land Use Management</i>
Chris Kluchman, AICP, <i>Board of Appeals Town Planner</i>
Victoria Johnson <i>Administrative Assistant</i>

Applications

The table on the following page is a summary of the number of applications received and the status as of the end of the 2011 fiscal year.

PLANNING BOARD—CONTINUED

Planning Board Application Summary			
Type	Status		
	Approved	Denied	Withdrawn
Site Plan Review	6	0	0
Modification	1	1	0
Storm Water Management	5	0	0
Special Permits			
Water Resource Protection District	1	0	0
Major Commercial Project	1	0	0
Planned Commercial Development	1	0	0
Common Driveway	1	0	0
Open Space Residential Development	0	0	0
Flexible Development	3	0	0
Signs/Other Special Permits	3	0	1
Subdivision			
Approval Not Required (ANR)	6	0	0
Definitive Subdivision	2	0	0
Scenic Road	2	0	0
Totals	32	1	1

What does the Planning Board do?

The Board continues to promote the use of the alternatives to standard subdivision development through the use of its open space bylaw and flexible development bylaw. These bylaws offer the Town the opportunity to guide development so as to create subdivisions with increased open space, affordable and over 55 housing and reduced impact on Town services through better site planning.

Planning staff act as professional advisors to the community and its leaders. Staff members organize and attend meetings, provide technical assistance, offer professional opinions, and guide residents, developers and businesses through the town's various permitting processes. Staff members also offer technical advice and expertise to several boards, committees, and town departments including the Planning Board, Zoning Board of Appeals, Affordable Housing Committee, and other committees as needed. The Planning Department is not a permit granting authority. Its function during the permitting process is to integrate laws, regulations and plans with the town's goals to ensure that the best interests of the town and its residents are served.

PLANNING BOARD—CONTINUED

Planning Board Membership

The Planning Board consists of five members. Planning Board members are elected and serve staggered 5-year terms.

At the May 2011 Annual Town Election, Board member Katherine Hollister was elected to a 5-year term and Prasad Vasiraju was elected to a one-year term.

Defined by Massachusetts General Law the Board has two functions: to establish planning goals and to prepare plans to implement those goals, which take the form of the town's zoning bylaws; and to administer the Subdivision Control Law which establishes the process for development of new roads and new housing. A developer's proposed plans are carefully scrutinized for roadway design, drainage, soil conditions and a host of details related to proper sighting. The Board is also designated as the permitting authority for various site plan submittals under the local Zoning By-Laws (Ch. 173).

The Board would like to thank all of the review departments, commissions and boards for their valued input and collaboration during project reviews. The board would especially like to thank Fred Palmer, who stepped down after years of service to the Town as a Planning Board member, most recently as vice chair. The Board welcomed Chris Kluchman, AICP, as the new Town Planner.

POLICE DEPARTMENT

The primary purpose of the Westford Police Department is to provide a high level of safety, security and service for all members of the community. As a regulatory agency of local government, the police department has the direct responsibility for the preservation of the public peace, for the reduction of the opportunity to commit crime, and for the effective delivery of a wide variety of police services. A large suburban society free from crime and disorder remains an unachieved ideal. Nevertheless, consistent with the values of a free society, it is the primary objective of the Westford Police Department to as closely as possible approach that ideal.

Thomas M. McEnaney
Chief of Police

Walter R. Shea
Deputy Chief

Joseph A. Roy
Captain

Victor Neal
Captain

The value statement of the Westford Police Department:

- Maintenance of the highest standards of integrity and ethics;
- Excellence and teamwork in the performance of duty;
- Protection of Constitutional Rights;
- Problem solving for continuous improvement;
- Continuous planning for the future; and
- Performing public service and law enforcement tasks so as to provide leadership to the police profession.

Police Department Reaccreditation

On June 8, 9, and 10 of 2011 the entire police department was assessed for reaccreditation by four assessors assigned by the Massachusetts Police Accreditation Commission. The police department met 322 professional law enforcement standards that addressed areas such as;

- Agency Authority, Jurisdiction and Use of Force
- Recruitment, Selection, and Promotion of Police Personnel
- Training, Discipline, and Internal Affairs
- Patrol, Traffic Operations and Criminal Investigations
- Victim/Witness Assistance
- Emergency Response Planning
- Prisoner Transportation and Holding Facilities
- Records and Communication
- Collection and Preservation of Evidence
- Property and Evidence Control

It is known throughout the law enforcement community that reaccreditation is more difficult to attain than the initial accreditation status, a matter of theory and practice. This is because in the initial accreditation phase the agency must show that policies, procedures, rules and regulations are in place to meet the required professional standards, the theory. In the reaccreditation phase the agency must prove that it has for the previous three years operated under and followed these professional standards in its day to day activities, the practice.

POLICE DEPARTMENT—CONTINUED

Out of the 351 communities in Massachusetts, as well as campus police agencies, the Westford Police Department is one of only 34 agencies in the Commonwealth to currently hold accreditation status. The Massachusetts Police Accreditation Program is an extremely effective risk management tool for preventing and reducing loss in professional liability claims. All members of the police department, sworn and civilian, maintain these standards and we are proud of this prestigious status. The reaccreditation award will be presented to Chief McEnaney on September 29, 2011 by the Massachusetts Police Accreditation Commission.

Award

At the June 7, 2011 Board of Selectmen meeting Chief McEnaney awarded Officer Brian Gendron the Westford Police Department's Life Saving Medal for his life saving actions on May 11, 2011. On that date Officer Gendron was working a road detail on Boston Rd. at 495. At approximately 2:00 p.m. a medical call came over the police radio for a woman unconscious and not breathing at 6 Carlisle Place. Officer Gendron utilized the police cruiser that was stationed at the road detail and made contact with the victim within one minute. Officer Gendron administered several cycles of CPR and was able to revive the woman to the point where she began to breathe on her own and subsequently she regained consciousness. If not for Officer Gendron's quick response, prompt assessment of the woman's medical condition combined with his effective administering of emergency medical treatment, the outcome for this medical call may have been drastically different. Officer Gendron also received a commendation from the Board of Selectmen and a commendation from Town Manager Jodi Ross.

Newest Police K-9

In January of 2008, Westford Police K-9 "Fax" retired at the age of ten after several years of service to the department and the Westford community. Due to budgetary considerations at the time, the police K-9 program was put on hold indefinitely. Fax's K-9 handler Sgt. David Connell was assigned to the detective division and Fax retired to the home of Det/Sgt. Connell where he currently resides as the family pet.

For the next few years the police department did not have a police K-9 and when one was needed the department would call upon the State Police or a neighboring town for K-9 services. Relying on outside agencies for a K-9 to respond to a crime scene diminished the investigative effectiveness of our officers because of the delayed response time.

When it became widely known throughout town that the K-9 unit was not operational, many Westford residents and members of the business community offered to make donations to restart the program. On February 8, 2011 the Board of Selectmen granted a request from the police department for the establishment of a K-9 Gift Account where public donations could be accrued for the purchase and support of a new police K-9. Due to the generosity and support of Westford residents and the business community, enough money was raised in only four short weeks for the purchase of the dog and his related equipment and materials.

POLICE DEPARTMENT—CONTINUED

The labor costs for the construction of a new kennel and the associated materials were donated by several residents and local business owners.

Officer Corey Peladeau was selected as the department's new K-9 officer. Officer Peladeau and his K-9 partner "Beny" were able to attend and graduate from the next available police K-9 academy because of the swift and positive community response. Beny is a two year old German Shepherd/Malinois mix. Beny will be used primarily for tracking children and Alzheimer patients who have become lost or disoriented, locating suspects and evidence, building searches, and to assist and protect officers in the field.

The men and women of the Westford Police Department would like to thank the Town Manager, the Board of Selectman, and most especially the residents and the business community of Westford for their support of the police department and its K-9 program. The rejuvenation of the K-9 unit has truly been a community initiative and Beny will be a valuable asset to the department as well as to the community for many years to come.



Beny

POLICE DEPARTMENT CALL LOG—CONTINUED

9-1-1 Calls-TOTAL	3349	Lock Out	263
9-1-1 Hang up	265	Maintain the Peace	21
9-1-1 Non-Emergency	228	Medical	1150
9-1-1 Other Jurisdiction	57	Message Delivery	79
Accident Industrial	1	Missing Person/Child	20
Accident MV-Injury	49	Mutual Aid	68
Accident MV-No Injury	509	MV Abandoned	5
Alarm/Burglar	914	MV Disabled	317
Alarm/Fire	439	MV Stop	4027
Animal Control Officer Call Out	229	MV Violations Issued	3262
Animal Cruelty	1	Officer Wanted	492
Arrest	157	Order Served-Court/Restraining	172
Assault & Battery	18	Park and Walk	825
Assault-Simple	25	Property Found	91
Bank Escort	229	Property Lost	22
Bomb Threat	1	Property Take Possession	15
Business/House Check	2959	Protective Custody	6
Breaking & Entering	49	Radar Assignments	1397
By-Law Violation	111	Repossession	11
Car Seat Installation	76	Restraining Order Violation	14
Child Abuse/Neglect	24	Robbery	2
Commitments	37	Rubbish Disposal	20
Counterfeiting	10	Safety Hazard	220
Disturbances	265	Search Warrant	4
Domestic Violence	207	Sexual Assault/Adult & Child	12
Drug Law Violations	12	Sudden Death	5
Firearm Violations	3	Suicide/Attempt	17
Fire MV/Bldg/Brush	117	Surveillance MV	113
Fireworks Violation	6	Surveillance Person	61
Funeral Escort	13	Suspicious MV/Person	448
Harrassment	27	Telephone Harassment/Obscenity	38
Identity Theft	79	Traffic Hazard	326
Injury to Property	147	Transportation/Citizen/Prisoner	174
Larceny	140	Trespassing	6
Larceny From MV	15	Truancy	11
Larceny MV-Auto	3	Vehicle ID Number (VIN) Check	6
Liquor Law Violations	98	Well Being Checks	235

POLICE DEPARTMENT ROSTER

Chief of Police

Thomas McEnaney

Deputy Chief

Walter Shea

Captains

Victor Neal Jr

Joseph Roy

Lieutenants

Hervey Cote

Ronald Paulauskas

Donald H Pick

Joseph Shields

Sergeants

Mark Chambers

Stephen Keins

Gregory Marchand

Marc Proia

James Peloquin

Patrol Officers

Justin Agraz David Bettencourt

Jonathan Byrne

James Connolly

Michael Croteau

Joseph Eracelo Timothy Galvin

Brian Gendron

Derek Hartley

Jon-Allen Haslam

Scott Hyder James McCusker

Robert Musto

Nirisa Nicolletti

Daniel O'Donnell

Geoffrey Pavao Corey Peladeau K-9

Michael Perciballi

David Siltan

Joseph Walker

David Welch

Special Services

Det. Sgt. David Connell

Det. Sgt. William Luppold Jr.

Det. David O'Hearn

Det. Christopher Ricard

Det. Matthew Furlong

Det. Dennis Rogers

Operations Administrator

Timothy Whitcomb

Telecommunicators

Ryan Cobleigh

Erin Haynes

Brandon Holmes

Timothy Hughes

Chrystal Murray

Ashley Piche'

Andrew Sherman

Office Personnel

Jo Cobleigh

Michelle Wright

Linda Zarzatian

Custodial

Donald Guilmette

RECORDS & ARCHIVES MANAGEMENT COMMITTEE

Since the town's archives were relocated to the archives center at Town Hall in January of 2011, many volunteers and interns have joined town staff in the process of unpacking, organizing and inventorying what has accumulated over several decades. The transfer of documents from rusting file cabinets to acid free boxes was a daunting task and has served as a catalyst to address a broader range of records management issues, that will move us away from keeping documents of limited retention and historical value.

Virginia Moore
Chair

Ellen Harde
Pat Louch
Sandy Martinez
Robert Oliphant
Kaari Mai Tari



Through a 2010 Community Preservation Grant, the Inlook Group was contracted to survey and provide recommendations on records management practices in Town Hall. Following many hours of interviews and review of state retention schedules, Cynthia Swank and Peter Parker compiled a report on Records Management Program Development for the Town of Westford, including a report on department holdings and recommendations and a work plan to carry out the recommendations.

Finding Aids

Simmons College Intern Elyse Wolf created a 33-page Finding Aid of early cemetery records (1816-1929) from the Tin Box collection and added to the Military records Finding Aid that was created in 2010.

Committee member Bob Oliphant created a Finding Aid of Town Meeting Warrants, Town Meeting minutes and related documents (1867-1972).

RECYCLING COMMISSION

Many of the towns that surround Westford are stabilizing waste disposal costs by charging residents fees for any extra trash they put at the curbside, or “pay as you throw” programs. But here in Westford, our Board of Selectmen has partnered with the Recycling Commission to take a different approach.

Alan Bugos
Kristina Erickson
Ellen Harde
Joan Keane
Charles Stark
Barbara Theriault

Westford Recycling Commission (WRC) Mission Statement

- Increase awareness of recycling benefits to the Town of Westford.
- Educate Westford residents on recycling options.
- Provide opportunities for non-curbside recycling.
- Implement programs that encourage diverting recyclables from the trash.

Waste Reduction Program Continues

In 2010, the Commission proposed a proactive, voluntary “Waste Reduction Program” for the town and set a target – to reduce Westford’s trash by 10% over the next 12 months. Although not completely on track to meet the 10% waste reduction goal, the Commission continues to work on programs that have the greatest potential for additional savings.

The Commission continues to educate and reach out to residents, asking them to help – to recycle more, to think twice before buying items with excessive packaging that will end up as trash, to find a new home for reusable clothing and household items, and to start composting their organic waste.

Recycling at Schools and Town Facilities

While most Westford households have shown a commitment to recycling and trash reduction in recent years, recycling activity at our town buildings, including our schools, needed attention. Last year, the Board of Selectmen issued a directive to town facilities to maximize recycling, and the Commission launched programs aimed at supporting that directive.

The WRC worked with the Parks and Recreation Committee to increase recycling at its fields, and additional 64 gallon totes were placed at the Veterans Memorial Park, Abbot School Field, Jack Walsh Field and American Legion Field in Graniteville.

All nine schools in town continued to increase the amount they recycle this year. Norman E. Day was the first school to recycle plastic milk bottles from lunches, with Nabnasset, Abbot, Crisafulli, Miller and Stony Brook participating in milk bottle recycling.

Positive Results

Results of our recycling efforts and trash reduction continue to be positive. Within FY2011, Westford had a decrease of 309 tons of trash to the incinerator than were sent in the previous year, which accounts for a 4.6% reduction in trash overall.

RECYCLING COMMISSION – CONTINUED

This reduction in tonnage means the town realized a savings of over \$20,741 during that period. Additionally, recycling continues to increase, with a 2.4% increase over the previous Fiscal Year resulting in 63.56 tons more recycling within the town. Although not on track to meet the 10% waste reduction goal, the Commission continues to work on programs to divert recyclables from the town's waste.

Summary of Westford Recycling Efforts (FY2010 and FY2011)

Recycling - Westford had an **increase** in **155.29** tons of recycling at end FY2010. This is a 6.25% increase during that year.

Recycling - Westford had an **increase** in **63.56** tons of recycling at end FY2011. This is a 2.4% increase during that year.

Trash - Westford had a **decrease** in **409.03** tons of trash at end FY2010. This is a 4.62% decrease during that year.

Trash - Westford had a **decrease** in **309.57** tons of trash at end FY2011. This is a 4.63% decrease during that year.

Savings - Westford had a tipping fee **savings** of **\$29,859.20** at end FY2010.

Savings - Westford had a tipping fee **savings** of **\$20,741.19** at end FY2011.

Per Capita (Trash) - Westford residents produce 0.36 tons (711 lbs) of trash per person and 1.1 Tons (2161 lbs) of trash per home per year in FY2011.

Per Capita (Recycling) - Westford residents recycle 0.12 tons (233 lbs.) per person and 0.36 Tons (727 lbs.) per home per year in FY2011.

Other Initiatives

Last year, Westford began two new five-year contracts for waste disposal and recycling with Acme Waste and Integrated Paper Recyclers. Incineration of the town's waste also transitioned to the Covanta Energy facility in Haverhill, MA.

The Westford Recycling website has several design enhancements and was moved under the town's domain, and can now be found at www.westfordma.gov/recycling.

The Commission continues to purchase 64-gallon recycling totes which residents have the option to buy for \$40 if they wish. Recycling stickers are also available to place on any sturdy waste container.

Ongoing Programs Continued in 2011

- Spring and Fall Brush Chipping at Town Highway Garage
- Three E-cycling events to collect used electronics
- Bi-annual Hazardous Waste Collection event
- Education Table at Farmers Market on the Common
- Participation in Green Living Fair, April 2011
- Compost bin sales and delivery
- Printing and mailing annual Recycling Guide
- Westford CAT programming
- Recycling Hero program
- "Reading Tree" walk-in book recycling container at Water Department
- Recycling education for students and scouts
- Providing Recycling totes at recreational fields

RECYCLING COMMISSION – CONTINUED

Other Key Information

- Andrew Bergamini stepped down from the Commission and as its Chairperson in the Fall of 2010. Kristina Erickson assumed the role of Chairperson for the Commission shortly thereafter. The Westford Recycling Commission would like to sincerely thank Andy for his tireless energy, countless hours, and dedicated service to the Commission and the Town of Westford. Many recycling programs we have today in Westford are attributed to Andy’s hard work and ten years of commitment to the Recycling Commission.
- Ann Eno also retired as seller and deliverer of compost bins for over a decade. Hundreds of Earth Machine bins throughout Westford are a testament to Ann’s dedication. Denise Seyffert has agreed to step in to manage the compost bin program.
- Thanks to Miriam Kadansky who manages the Reading Tree book container, and to Wendi Foley who assists with the Bulk Waste Sticker program.
- Elizabeth Sawyer continued her leave of absence however once again stepped up to manage the Fall Hazardous Waste Collection flawlessly.
- Kristina Greene tirelessly attends each Commission meeting and volunteers her time for many projects, focusing on school recycling in addition to managing the “Upcycle It!” program for the town.
- Jeffrey Zhang and Jonathan Bollen were also active participants this year, and we appreciate their help.
- The Westford Recycling Commission is seeking additional members and volunteers. If interested in helping in any capacity, please contact our Commission chairperson or any commission member.
- The Commission meets the second Thursday of each month from 7 to 9 p.m. at the Roudenbush Community Center. All residents are welcome.
- Answers to most recycling questions can be found on our website: www.westfordma.gov/recycling

Material Collected through Westford’s Recycling Programs and % Increase or Decrease from Previous Year

Material & Collection Frequency	FY2011	FY2010
Glass, Metal and Plastic Bi-weekly curbside collection	950 Tons +3%	926 Tons
Mixed Paper and Cardboard Bi-weekly curbside collection	1,756 Tons +2%	1,717 Tons
Solid Waste Weekly curbside collection	8,049 Tons -5%	8,439 Tons -5%
Used Electronics Spring, Summer, Fall	23 Tons (2 of 3 dates)	43 Tons (3 dates)
Appliances Monthly Collection by Atlas Recycling	23 Tons +4%	25 Tons

RECYCLING COMMISSION—CONTINUED



Recycling Commission member Charles Stark directs residents as they drop off electronics for recycling in March 2011 at the Highway Garage. Westford residents continued to responsibly recycle used electronics through three successful E-cycling events held in 2010-2011.



WESTFORD PUBLIC SCHOOLS

During the 2010/2011 school year, the Westford Public Schools enrolled 5,306 students which were eighteen students more than our 2009/2010 enrollment. Systemwide enrollment continues to demonstrate a level of stabilization around 5300 students. At the kindergarten through grade 2 level we are beginning to experience a slight decline in enrollment. This is primarily due to a decline in the number of children born in Westford over the last ten years.

Everett V. Olsen Jr.
Superintendent of Schools

<u>Year</u>	<u>Number of Births by Westford Residents</u>
2001	296
2002	263
2003	276
2004	228
2005	230
2006	195
2007	170
2008	170
2009	163
2010	156

The critical factor impacting future enrollments will continue to be the number of families with school age children who move to Westford as a result of an excellent school system. Additionally the construction of high density residential housing will most certainly have an enrollment increasing impact. At the present time 345 units of housing are in a developmental stage. These residential developments are listed below.

<u>Development</u>	<u># of Units</u>	<u>Elementary School District</u>	<u>Middle School District</u>
Cottages in the Woods	20	Nabnasset/Abbot	Stony Brook
Graniteville Woods	160	Miller/Day	Blanchard
Laughton's Farm	26	Nabnasset/Abbot	Stony Brook
Weetamoo Way	9	Miller/Day	Stony Brook
Heritage Way	7	Nabnasset/Abbot	Stony Brook
Abbot Mills	123	Miller/Day	Blanchard

In addition to the residential developments listed above, there are another 300 units of residential housing being planned for construction in Westford. It is imperative that we study demographic trends carefully to ensure that enrollments are as consistent as possible across school districts.

Prior to the opening for the 2010/2011 school year professional and support staff participated in a full-day professional development session. The morning session focused on further developing the staff's abilities in the Understanding by Design curriculum planning process. This process is designed to advance students beyond the acquisition of surface knowledge and factual recall to a level of enduring understanding. The afternoon professional development session provided training to all staff on the state's new bullying legislation.

WESTFORD PUBLIC SCHOOLS—CONTINUED

Various aspects of training regarding bullying were provided by Margaret Hannah from the Massachusetts School of Professional Psychology and our student issues attorney Thomas Nuttall. Westford’s Bully Prevention and Instruction Plan was reviewed with the staff in their respective school meetings prior to the opening day of classes. This state-mandated plan was developed with the assistance of a diverse and dedicated committee of educators, parents, students and law enforcement officials. Westford’s plan was one of the few Bullying Plans approved by the state upon initial submittal.

Once again the academic performance of our students continues to be excellent. This is attributed to a highly trained and dedicated staff, a rigorous curriculum, excellent students, and very supportive families. Graduating seniors continue to be admitted to many of the finest colleges and universities in the nation. Students rank in the top 3% to 10% of all students across the state on the Massachusetts Comprehensive Assessment System (MCAS) in both English Language Arts and mathematics. Westford’s statewide MCAS ranking is presented below by grade level.

<u>Grade</u>	<u>State Ranking</u>	Westford will continue to annually
3	56th	analyze student performance on the
4	22nd	MCAS and seek improvement in fu-
5	7th	ture results.
6	11th	Westford provides an excellent well-
7	3rd	rounded education to all students in
8	4th	the system, as well as the return on
10	6th	investment that taxpayers receive.

Students do extremely well on statewide testing yet pupil cost to educate students is among the lowest in the state as calculated by the Massachusetts Department of Elementary and Secondary Education. Although tax payers receive great educational and property value for each tax dollar invested in educating students, the level of funding from all revenue sources is of increasing concern. The general fund support for the school system is declining and Westford must reverse this trend in order to meet the varied academic and social development needs of students. The last several fiscal years have been some of the most difficult in many years. The complexity of needs of the student population continues to increase yet funding levels for the school system have not allowed us to adequately meet the needs of a number of regular education and special education students. Westford cannot allow the quality of its school system to be compromised and it is imperative that Westford explore means to appropriately fund the programs and services necessary to address current and emerging student needs.

Throughout the school year a committee of administrators, curriculum coordinators and teachers continue its work on developing a rubric of effective teaching practices. Westford Public Schools completed work in May and work will be incorporated into a new teacher evaluation instrument that the Department of Elementary and Secondary Education is requiring of all school systems in the state.

WESTFORD PUBLIC SCHOOLS—CONTINUED

Once again the accomplishments of students and staff continue to bring significant pride to the school system and the greater Westford community. Included in this report are many and varied accomplishments. The list of awards and accomplishments grow annually and we are so very proud of the students and staff. The support received from the School Committee, Board of Selectmen, Finance Committee, town administration, parents and the entire Westford community is invaluable. A strong partnership and commitment to educational excellence will continue to serve students well and prepare them for a very competitive world they will face in the future.

STUDENT ACCOMPLISHMENTS

MCAS

Westford's Statewide Ranking:

<u>Grade</u>	<u>State Ranking</u>
3	56th
4	22nd
5	7th
6	11th
7	3rd
8	4th
10	6th

Individual School Ranking:

<u>School</u>	<u>Grade</u>	<u>State Ranking</u>
Crisafulli	5	14th
Stony Brook	6	19th
Blanchard	6	25th
Stony Brook	7	5th
Blanchard	7	13th
Stony Brook	8	19th
Blanchard	8	1st
Westford Academy	10	9th

Elementary

Student artwork from the Col. John Robinson School was displayed at Starbucks during the months of February and March 2011 and Nabnasset Elementary School artwork was displayed during the months of November and December 2010-11.

Nabnasset School celebrated its 50th birthday. Mr. Noyes, a former principal of the school in the 1960's, visited the school, met with staff and students and spoke at a school assembly.

Two teams from the Nabnasset School participated in the Destination Imagination tournament on March 6th at Chelmsford High School.

Nabnasset students and staff are the biggest contributors to the *Upcycle It* program. On February 18th representatives from Sustainable Westford and State Representative Arciero came to the school to thank Mrs. Heller and Mrs. D'Amelia for taking charge of the program.

Col. John Robinson School has further developed their Community Compassion Projects to encompass the principles of service learning by encouraging students to learn about community issues and be part of the solution.

Crisafulli's Destination Imagination team, led by 4th grade teacher Lauren Cimeno and parent Gloria Miller, won first place at the Central DI Challenge and represented Westford at the state tournament on March 26.

Day School Grade Five students initiated the *Labels For Education* Program to earn points with the goal of securing equipment for our school.

After two of three rounds the Day School Grade Five Math Club is in second place of sixty-six teams in the On-Line Math League national competition.

Day School Grade Four student won the naming contest for the Westford Pantry and Lowell Humane Society collection. The entry CoCo Cares was selected from the school-wide opportunity.

STUDENT ACCOMPLISHMENTS—CONTINUED

Fourteen students from Westford Academy completed anti-bullying presentations to Day School grade four students.

Day School grade four student won seventh place in the Under-11 boy's double category in the 2011 Junior International Trial Badminton national tournament held in Fremont, CA.

Day School students and coaches Mrs. Navali and Mrs. Makkapati finished in second place out of twelve teams at the regional Destination Imagination competition at Chelmsford High School and represented Westford at the state tournament on March 26.

Middle School

Katherine Ye, eighth grader at the Stony Brook Middle School, earned a Gold Key award in the 2011 Boston Globe Scholastic Art Awards Competition for her drawing entitled, Dreamland, while Rachel Zhang won honorable mention.

To address issues of bullying, anxiety, and other common middle school problems, grade-specific counselors teach classes around learning styles, social skills, media awareness, and high school preparedness. Counselors also maintain regular contact with families and community resources to support the academic, social, and emotional success of each child.

IBM engineers have contacted the Stony Brook Middle School Science Department to visit classes to discuss engineering and solve a problem using the engineering design process.

Middle school science students at Stony Brook had a presentation on creating quality science projects by a scientist from MIT's Lincoln Laboratories. The presentation included demonstrations of science experiments that can be done at home including extracting DNA from fruits and vegetables, growing bacteria using powdered milk and yogurt, and building robots that can detect light.

The Blanchard and Stony Brook Math Team is currently first in its division.

Stony Brook student Cassie B. attended *That's Engineering* at MIT Lincoln Laboratory where she was introduced to different areas of engineering in the hopes of inspiring more female students to consider the field later in life.

Each year more than half a million students nationwide participate in the National History Day contest. Students choose historical topics related to a theme and conduct extensive primary and secondary research through libraries, archives, museums, oral history interview and historical sites. These products are entered into competitions in the spring at local, state and national levels where they are evaluated by professional historians and educators. 13 Blanchard students entered five projects at the district competition with four advancing to the state contest to be held at Clark University in April 9. Westford Academy students Sam Balian and Akhil Sontakke did not advance, however have initiated a NHD Club at WA.

STUDENT ACCOMPLISHMENTS—CONTINUED

Stony Brook Mathcounts state competition team placed 5th out of about 28 teams that participated. Pranav N placed 3rd overall and earned a spot on the state team that moved on to the Mathcounts Nationals in Washington D.C in May. Out of 128 individuals participants, Stony Brook rankings are as follows: Rohit R. placed 15th; Brian W. placed 20th; Alok P placed 55th; Karthik R. placed 69th; Andrew W. placed 92nd and Nihaal K. placed 100th.

High School

Students from WA's Intro to Engineering course are working with UMass Lowell to design assistive technology for disabled students. Currently, three separate projects are underway to provide a specially structured chair, an easily programmed and used organizer, and a flexible support for an interactive training tablet. These projects will aid three handicapped teenagers in the Westford school system, and were part of the Assistive Technology Design Fair at UMass Lowell held on May 14th.

The B.I.G. Project (Bridging International Gaps) the partnership between Westford Academy and the Bright Start International Fellowship School in Mumbai, India, has continued for its third year with several SKYPE sessions. The BIG Project is an online independent study in global citizenship in which 15 WA students are participating.

24 Seniors have been recognized as Commended Students in the 2011 National Merit Program.

Seniors have been recognized as Semifinalists in the 2011 National Merit Scholarship Competition.

Westford German students broke all records of achievement with outstanding results on the 2011 National German Examination. 13 students qualified for the all-expense paid study trip to Germany, 32 scored at or above the 90th percentile, and 52 at or above the 80th percentile. They were honored at the AATG Banquet in the Spring.

Alexis Jacobson was the 2010 Study Trip Winner and gave a speech at the banquet about her experiences during the three weeks in Germany.

Seventeen outstanding German students spent six weeks in Germany during the summer as part of our 30-year-old exchange with our two partner schools. While there, they attended school daily, lived with host families, and were immersed in the German language and way of life.

Students from a variety of countries who are spending the year in surrounding towns were invited by the International Club to Westford for an International Weekend, March 17-20.

Westford Academy and Westford became home to five international students during the 2010-2011 school year from Thailand and Germany.

STUDENT ACCOMPLISHMENTS—CONTINUED

Westford Academy's Mock Trial team won against Voyager's Inc. and will continue in competitive rounds. Competition requires all team members to attend because the two teams toss a coin at the outset, and the winner of the toss determines what side they will represent.

Westford Academy Science Department ran a two week trip to Yellowstone and Grand Teton National Parks.

The 2011 Westford Academy Art Department Calendar included drawings by the following artists: Emily Raczelowski, Heather Dennison, Alexis McAuliffe, Manning Liu, Lizzy Britton, Katarina Cheng, Katie Kosteva, Hannah Goodwin, Elise Gosselin, Melanie Jordan, Poja Gupta, Connor Tiches, Delia Sanders and Sabrina Mortensen.

The following students exhibited their artwork at the Art on Main Gallery in Westford; Tim Avery, Priyanka Boddu, Mary Boutet, Sarah Brunelle, Hannah Carter, Amelia Ellis, Sarah Goode, Hannah Goodwin, Elise Gosselin, Lisa Han, Karilyn Howe, Chiraag Lathia, Manning Liu, Alexis McAuliffe, Dylan McCusker, Kathryn Kosteva, Rachelle Magaw, Randi Medley, Sarah Mooiweer, Shannon Mulkern, Ariana Padron, Katy Pietras, Jake Quinn, Jiexin Wang, Jennifer Williams, Theresa Yuan and Hedan Zhang.

Lizzy Britton, grade 12 and Dylan McCusker, grade 11 won awards in the category of Drawing and Painting, and Photography at the Groton Dunstable Artisans Awards and Exhibit.

Katarina Cheng's calendar drawing was selected to appear on the cover of the Westford Directory 2011-2012.

The following art students displayed their artwork at Starbucks throughout the month of October: Halie Kevghas, Lizzy Britton, Lianne Wu, Jiexan Wang, Heather Denison, Sindhura Sonnathi, Hedan Zhang, and John Rockwood.

The Fine Arts department is proud to announce the winners from the 2011 Boston Globe Scholastic Art Awards competition. The following students were awarded either gold, silver or honorable mention awards: Elizabeth Britton, Emma Ennis, Elise Gosselin, Michael Gower, Mailtin Hansis, Danielle Lagasse, Chiraag Lathia, Manning Liu, Rachelle Magaw, Alexis McAuliffe, Lena Mirisola, Sarah Mooiweer, Shannon Mulkern, Delia Sanders, Phoebe Taffel, Hannah Vining, Theresa Yuan and Kevin Zhang. Of special note, Lizzy Britton earned a Gold Key for her senior portfolio submission. This award represents a body of artwork and is extremely competitive.

Seniors Kevin Qian (string bass) and Josh Lin (tenor) were accepted to the Massachusetts All State Music Festival.

The following students were accepted into the Eastern District Music Festival: Isabella Wang, Matt Whitney, Josh Lin, John Bergin, Ted Frolich, Jason Ko, Joel Kottas, Kevin Quan, and Helen Zhao.

STUDENT ACCOMPLISHMENTS—CONTINUED

People at the Millennium School and Cameron Senior Center were treated to an afternoon of music by selected students from the middle and high school orchestras: Lucia Alfano, William Beatty, John Bergin, Rohit Bhatia, Jessica Bishop, Karya Bowen, Amanda Burch, Caleb Cedrone, William Clark, Anna Forsyth, Anne Hockey, Kyle Hughes, Daniel Jong, Hana Kahn, Nayanika Kotagirl, Jerad Lawson, Joshua Lin, Allan Loiselle, John Manning Jr, Catherine Martin, Danielle Pocock, Brianna Ryder, Devon Timlin, Rebecca Wilkinson, Felix Zambrano, Elizabeth Britton, and Duncan Kearns.

Two Westford Academy juniors, Lexi MacDonald and Connor Peacock, were accepted to attend the Massachusetts Art All-State program held at the Worcester Art Museum in May.

Westford Academy Theater Arts was awarded the first amateur license in New England to produce Andrew Lloyd Webber's *The Phantom of the Opera*.

Westford Academy Theater Arts staff and students were featured on a television episode of The Learning Channel's *Fabulous Cakes* as recipients of a thematic "Phantom" cake designed and crafted by local Westford baker, Mary Jo Dowling.

Students from the WA chapter of the National Art Honor Society recently participated in The Memory Project. They completed portraits of children living in orphanages in Indonesia and Peru. Their completed portraits are beautiful and will certainly make a difference in the life of a child.

Westford Academy Theater Arts production of *Chamber Music* was named the Massachusetts Educational Guild's State Finals Winner at the 2010 METG State Festival.

Westford Academy Theater Arts performed, *J.Caes: The Tragedy of Julius Caesar*. *Caes* was WATA's submission to the 2011 Massachusetts Educational Theater Guild's State Festival and was named winner at the semi-final round of the METG State Festival. One hundred and twenty five Westford Academy students comprise the production team. Fourteen WATA students earned seven All Star Cast nominations including: John Manning for Excellence in Acting for his role as Brutus; Teresa Langford for Excellence in Acting for her role as Cassius; Will Clark for Excellence in Acting for his role as Antony; Caleb Cedrone for Excellence in Acting for his role as Casca; Tak Wong, Ben Ngai, and Chris Horsey for Excellence in Choreography; Elise Paugh and Randi Medley for Excellence in Technical Design: Lighting Kate Sulka, Bobby Esposito, Dan Bubin, Brad Fiore and Nick Callow for Excellence in Technical Design: Set

Chiraag Lathia, Philip Dominici, Akhil Sontakke, and Evan Wang participated in the Intel-OAR Innovator's Contest. The team developed a project that focused on how to solve a local water problem in the Concord River Watershed (containing the Assabet, Sudbury and Concord rivers). The project focused on preventing the spread of an invasive plant species, milfoil, using an herbicide called fluoridone. The team designed a theoretical prototype of a boat that has an attachment to evenly disperse the fluoridone at the proper concentrations. The team presented their work on March 15th and took home second place.

STUDENT ACCOMPLISHMENTS—CONTINUED

ATHLETIC ACCOMPLISHMENTS

Athletics- General

- Over 1250 opportunities to participate in athletics were offered to the students of Westford Academy in 2010-2011 school year and another 450 opportunities at the middle schools.

Spring 2010

- Every team qualified for post-season competition
- Girls Tennis was co-champions of the Dual County League
- Girls Tennis captured the MIAA North Sectional and State Championship
- Eileen Liu and Jocelyn Lund-Wilde won the State Girls' Tennis Doubles Championship for the second year in a row.

Fall 2010

- Boys Golf and Cheerleading were DCL Champions
- Girls Soccer, Girls Volleyball, Cheerleading, Boys Cross Country were all MIAA Section Finalists
- Boys soccer, field hockey, girls soccer, volleyball, boys cross country, cheerleading and golf all qualified for tournament play

Winter 2010-2011

- The girls swim team finished 2nd in the MIAA Division 1 state meet and the DLC
- Four swimmers won MIAA Division 1 Individual State Championships along with the girl's medley relay team. The swim program set 17 new school records and one state record this season.
- Wrestling finished 2nd in the DCL meet this winter and sent several wrestlers to the State Championship meet
- Emily Raczelowski was the MIAA Division 1 State Indoor shot put champion
- Boys Alpine Skiing won their league for the second straight year. Both the boys and girls teams finished 5th in the State Championship race.
- Boys basketball, girls basketball, indoor track, girls ice hockey, wrestling, boys/girls swimming, boys/girls alpine skiing and gymnastics all qualified for MIAA postseason competitions.

COMMUNITY SERVICE ACCOMPLISHMENTS

Nabnasset and Crisafulli Schools participated in the *Love of Erika Toy Drive* to help purchase presents for children in the care of social services.

Abbot, Nabnasset, Crisafulli and Stony Brook Schools organized a collection of gently used coats for the *Coats for Kids* project sponsored by Anton's Cleaners.

Robinson students participated in activities to address issues in the community such as hunger, poverty, early childhood literacy and reaching out to veterans and senior citizens.

STUDENT ACCOMPLISHMENTS—CONTINUED

Robinson Kindergarten students collected, sorted and counted hats, mittens and gloves for needy families in the area.

Robinson Pre-first students collected, counted and sorted gently-used books for children/families at the House of Hope. The books will be used in the family room and also be sent with children to their new homes to start personal libraries to support literacy.

Robinson First grade students visited the Westford Food Pantry, took an inventory of needed items, collected non-perishable food and returned to the pantry to stock the shelves.

Robinson Second grade students collected and sorted tea and snack items, decorated and delivered gift bags to the senior center to brighten the day for seniors and shut-ins.

Robinson students wrote Valentines Day cards to seniors and veterans to express appreciation for their contributions and spread cheer.

Abbot School's Community Service Group organized a collection of coins for the *UNICEF* project and collected \$1,293.92 to give to children in need in over 150 countries around the world.

Abbot School's Community Service Group organized a collection of children's books for the *Books for Busy* readers project. Over a hundred books will be donated to the Moody School in Lowell, MA.

Crisafulli hosted the 2nd Annual JAC Talent Spotlight raising \$1400 to support Generation Cures (Cancer Research) and the Lowell Humane Society or a Greyhound Foundation.

Day School students in Troop 60210 worked with school administration to plan "Zero Waste Day" in April 2011.

Day School students in Girl Scout Troop 820 landscaped in front of the school.

Ms. Kristine Jussaume's Day School grade four class and other contributors raised \$877.27 for the Salvation Army.

Day School partnered with the Cameron Senior Center participating in the *Helping Hands* winter holidays project supporting local disadvantaged families.

Day School participated in *Pennies For Peace* to support efforts to fund schools in Pakistan and Afghanistan.

Stony Brook Student Council raised over \$900 for the Leukemia and Lymphoma Society during *Penny Wars* and raised over \$1,100 for Washington DC trip scholarships during our basket raffle.

STUDENT ACCOMPLISHMENTS—CONTINUED

Westford Academy Club Games for Charity raised \$1600 in cash and \$500 in canned goods to donate to the Lazarus House in Lawrence, MA.

Westford Academy Student Council raised \$484 in support of victims of domestic violence and donated over 200 canned goods to the local food pantries as part of this year's Spirit Week.

Tiffany Chow, WA senior, cleans house and picks up simple groceries for George and Phyllis Seddon (Westford senior citizens) who have had some difficult health conditions and are considered a part of WA's family. WA has had a senior helping them for the past three years.

Westford Academy's Class of 2013 gathered in the main gym during school to give back. 400 students in the sophomore class packaged 400 holiday care packages for our Troops in Iraq and Afghanistan.

Westford Academy's class officers and advisors gathered holiday toothbrushes, toothpaste, patriotic stress balls, Chapstick, and chocolate, filling the patriotic/holiday themed bags during their Advisory Day in school.

WA's spring blood drive exceeded its goal of 93 units of blood collected.

STAFF ACCOMPLISHMENTS

Elementary Strings Mentor Program coordinated by Jessica Corwin and Todd Hamlin has been a big success this year. This program brings Westford Academy orchestra students to the elementary schools to mentor and tutor young musicians.

Donna Conlin, third grade teacher at the Abbot School, along with the help of Lisa Sanderson, the computer/technology teacher, won a \$2500 Comcast grant. Donna plans to purchase 5 iPads to set-up a blogging station for students' Flat Stanley reading unit.

Lisa Sanderson and Val Loughman have been awarded a Massachusetts Computer Using Educators (MassCUE) Grant for their proposal, *Mass Confusion: Making Massachusetts Biography Research Elementary*. With the help of a 5th grade class at Abbot School they will analyze the resources and create podcasts and timelines that would serve as an accessible, multimedia, research experience for the 3rd graders. A library Wiki and iPods will serve as the portal of learning that will yield a "green screen" sharing of knowledge.

Abbot School Elementary Music Specialist Cathy Lanno, Blanchard Foreign Language teacher Lynn Davis, and Nabnasset teachers Jessica Preman and Melissa Baum were selected to participate in the Teachers As Scholars Program and attended classes at Harvard.

STAFF ACCOMPLISHMENTS—CONTINUED

Principals and Assistant Principals at the intermediate elementary schools (Abbot, Crisifulli, & Day) initiated a Professional Development endeavor to begin training staff in the *Responsive Classroom*. The *Responsive Classroom* approach is a way of teaching that emphasizes social, emotional, and academic growth in a strong and safe school community.

Jonathan Nardi-Williams, Blanchard Grade 8 Guidance Counselor, received a grant from Westford Education Foundation (WEF) on behalf of BMS to host Ryan's Story an anti-bullying presentation, at both middle schools and a parent night assembly in April.

Westford Academy's Kristin Gillett was awarded the 2010 Duden Award from the American Association of Teachers of German.

WATA Artistic Director Michael Towers' short play, *Loaves and Fishes*, was produced in the 2010 Boston Theater Marathon at the Boston Center for the Arts in May, 2010. *Loaves and Fishes* is scheduled for publication in a Smith and Kraus publication.

Sue Hanly received the Massachusetts Coalition for Suicide Prevention Leadership Award for her work on suicide prevention. In addition, she has initiated a town-wide contract with *Project Interface* which helps increase awareness of mental health issues impacting children and families and facilitates access to appropriate mental health services.

Michael Towers' full length play, *Five Down One Across* was produced at the Boston Playwrights' Theatre in September and October of 2010. The sixteen performance run was the BPT's highest grossing box office in their recorded history.

Anita Goldberg, English Language Arts Curriculum Coordinator 6 - 12, received a \$1,200 grant from the National Endowment for the Humanities to study the Life and Times of Abraham Lincoln at his home in Springfield, IL.

Westford Academy German teacher Michael Joyce was invited to speak at the ACTFL National Foreign Language Convention in Boston in November and subsequently invited to speak at the NECTFL Conference in Baltimore in April.

Keith Weston, Nabnasset Physical Education teacher, was awarded the Amelia Riou Adapted Physical Education Teacher of the Year Award from the Massachusetts Association for Health, Physical Education, Recreation and Dance.

Anne Marie Condikey, K-5 Mathematics Curriculum Coordinator, served on state panels to revise the state standards, provide feedback to the Common Core State Standards (CCSS) writers, prepare an analysis of the CCSS, and report the findings to the MA Commissioner of Education and the Board of Education. She was recently appointed a board member for MA Association of Supervision & Curriculum Development.

SCHOOL ENROLLMENT

	<u>MLN</u>	<u>NAB</u>	<u>ROB</u>	<u>MLR</u>	<u>ABB</u>	<u>DAY</u>	<u>CRIS</u>	<u>STBRK</u>	<u>BMS</u>	<u>WA</u>	<u>TOTAL</u>
Pre-Sch	96										96
PDD K-2		4									4
K		122	91	114							327
PRE-1		16	15	14							45
1		101	124	98							323
2		147	121	138							406
3					137	143	121				401
4					134	140	156				430
5					118	149	134				401
6								212	191		403
7								228	188		416
8								235	194		429
9										410	410
10										433	433
11										400	400
12										392	392
TOTALS	96	390	351	364	389	432	411	675	573	1635	5316

SPECIAL EDUCATION

STUDENT SUPPORT SERVICES

Diane Pelletier
Director of Pupil Services

The Westford Public Schools are fortunate to have exceptionally talented and dedicated special education teachers and support staffs who continuously strive to improve their practices in educating diverse learners. All students have the right to be educated in their district schools. To that end, Westford Public Schools continue to develop new programs to accommodate the individual needs of students. By doing so, Westford Public Schools provide educationally appropriate programming, increase the capacity of our staff to learn new skills and decrease the number of students placed in costly out-of-district private schools. Westford Public Schools commend the efforts of principals and their staffs for their support and commitment to developing these programs in their schools.

Westford Public Schools' Student Support Services Department supports 585 students with differing abilities or about 11% of the student population. The state average is +16%. Of the 585 students Westford Public Schools serve, 34 students are placed in private special education day schools, collaborative classrooms or residential school placements.

Annually, Westford Public Schools Student Support Services Department receives funding from three Federal grants; P.L. 94-142 (240), Early Education and Care (262). This past year Westford Public Schools received funding from the American Reinvestment and Recovery Act (760 and 762). These resources provide funding for two school psychologists, five occupational therapists, one speech/language pathologist, four special needs teachers, 12 teaching assistants, one reading resource facilitator and one behavior specialist. Monies were also used to provide home based and behavioral training services to students with autism spectrum disorder, as Westford Public Schools as direct services for students with vision and hearing impairments. These grants provide the resources to provide extensive professional development. The Early Education and Care Grant funded a preschool teaching assistant. These grants are very important to special education programming in the Westford Public Schools. They assist us in providing the mandated services necessary to support students with differing abilities in our district.

This year Westford Public Schools trained eight teams of general and special education educators in co-teaching, provided by Marilyn Friend, a nationally renowned expert in collaborative teaching.

SCHOOL HEALTH SERVICES

Westford School Nurses provide direct care, health education, administrative case management, policy and program development, and oversight on behalf of students whose health needs range from routine to serious and complex.

Joan Mitchell, BS, RN, MEd
School Nurse Leader

School nurses responsibilities include:

- first aid, illness assessment, mental/behavioral health support
- collaboration with guidance for the social/emotional needs of students
- individual/classroom health education (i.e. depression/anxiety, sun safety, bullying, hand-washing, diversity, health and hygiene)
- immunization verification
- medication administration
- update and maintenance of school health records
- health education for students, staff, and parents
- management of individual health care plans and emergency plans
- health screening and referrals for health care and health insurance

Staffing:

- Each school has a school nurse and Westford Academy has two nurses.

School Nurses have collaborated with teachers and guidance counselors to provide psychological and medical updates about students.

Some of the activities include:

- Project Interface-referral source for students with mental health issues-59 referral as, of June 1, 2011
- Over 1500 BMI calculations were sent to students' homes
- Mental Health Collaborative-small study groups about mental health
- Over 300 students were vaccinated for flu/H1N1
- Epi-pen training for all staff at all schools
- Medical updates as needed
- Hand washing/cough etiquette classes for grades K-8
- Diabetic care as needed-hourly, daily
- Vigilant lice screenings with constant communication with staff and parents
- WA Senior student interned for seven weeks at seven different schools
- Mentored nursing students from Middlesex Community College
- Junior student Job Shadow Day
- CPR/AED and First Aid classes for all the nurses
- SOS-Signs of Suicide presentation and questionnaire to 7th grade students at Stony Brook and Blanchard Middle Schools
- The Day School program WOW (Walking Outside for Wellness) a walking program for students during recess.
- Lyme disease prevention presentation

SCHOOL HEALTH SERVICES—CONTINUED

The following is a partial list of students' physical/developmental conditions as gathered from emergency cards completed by parents during the 2010-2011 school year:

<u>Category</u>	<u>Total Students</u> 2010	2011
Allergies:		
Food allergies	261	293
Bee sting allergies	22	32
Latex allergies	11	8
Asthma	646	589
Cardiac conditions	22	40
Diabetes Type I	19	21
Migraine headaches	31	29
Celiac disease	13	15
Seizure Disorder	18	23
ADHD/ADD	201	228
Depression	46	57

<u>Health Screenings Conducted</u>	<u>Total Students</u>	<u>Grades Tested</u>
Hearing	2341	K-3, 7, 10
BMI	1584	1, 4, 7, 10
Oral Health*	355	1-6
Postural	1967	5-9
Vision	3181	K- 5, 7, 10

*in collaboration with Westford Board of Health

School nurses work closely with the Westford Board of Health and the staff of Pediatrics West to provide quality health services for students, staff, and families in Westford.

CURRICULUM AND INSTRUCTION

The Westford Public Schools offer a variety of learning opportunities that meet and extend the Massachusetts' curriculum mandates. As a result of this rigorous curriculum, the 2011 MCAS scores placed the Westford Public Schools in the top 2% - 7% in the state. Even with these results, we continually look for ways to improve the school district through our work as a professional learning community. Improving the delivery of instruction and focusing our attention on curriculum that challenges students continue to be our mission. Using both current research on instruction and available data from assessments in all disciplines, we concentrate on teaching and learning and offer high quality, sustainable professional development for our staff members.

Kathleen Conole
Director of Curriculum & Instruction

Curriculum Task Committees involve teachers in the areas of fine and performing arts, English/language arts, foreign languages, health/wellness, history/social studies, mathematics, and science/technology/engineering, to examine current curricula, refine common benchmarks at each grade level, upgrade assessments, and promote the goals in our strategic plan. The work of the Curriculum Task Committees is on-going and ensures that all aspects of the curriculum are relevant and meaningful.

The development of professional learning communities within the schools is on-going with principals individualizing components to meet the needs of their schools and their school improvement plans, while focusing on student achievement. This is the seventh year of this important initiative. Moreover, using the Understanding by Design model for curriculum development, teachers worked throughout the school year to improve upon our content offerings in the areas of technology; fine arts; English Language Arts; foreign language; algebra; statistics; biology; astronomy; social studies; American government; and health education. Adhering to a general curriculum model throughout all of the grade levels ensures a consistency that has improved the delivery system in all content areas.

The University of Westford continues to provide rigorous, graduate level courses within our school system. This year's offering included courses in brain-based teaching and learning, curriculum revision using the Understanding by Design model, teaching for comprehension and fluency, developmental writing, mentor teacher training, and multiple courses on integrating technology into the curriculum. Our partnership with Simmons College continues with a third cohort of students studying for either a master's degree or a C.A.G.S. (Certificate of Advanced Graduate Study).

The administrative team has continued to work on offering the most effective instructional strategies to our struggling learners. This past year, teachers have been added to the Response to Intervention Committee and a pilot program has been established in selected K-5 classrooms. Members of the Response to Intervention Committee are working with the findings from the pilot study and are designing ways to expand this initiative into additional classrooms during the coming school year.

CURRICULUM AND INSTRUCTION—CONTINUED

In addition, other staff members are investigating the effective use of the Universal Design for Learning model to improve access to the curriculum for all students. The Curriculum Team stays current on educational research through attendance at local and national conferences and by participation in discussion and study groups dealing with the most current educational literature.

Members of the administration have teamed with representatives from the instructional staff to engage in professional development dealing with the topics of Effective Instructional Practices as well as Effective Use of Data in Assessments. These initiatives will continue during the 2011-2012 school year and will have a positive impact on the delivery of instruction at all grade levels.

Licensed school librarians (half-time at the elementary level) serve our schools by managing the libraries and working with teachers to promote independent reading habits and develop information literacy skills. This year, librarians see all students in a fixed schedule in grades K-8. Library collections consist of a mix of print and online resources selected to support the various academic subjects and appeal to the interests of diverse readers at each grade level. Library collections have been supplemented with additional resources creating level libraries that have been created to meet the diverse needs of our students. At Westford Academy, students have access to many of the same electronic collections that they will encounter at college. Students and their teachers use technology as a learning tool. Additionally, staff takes advantage of our technology for record keeping, data analysis and communication. Students acquire technology skills through application in curriculum-based activities and projects under the guidance of our integration technology specialists and classroom teachers. Each school's technology integration specialist provides the ongoing professional development and support required for this type of integration of technology into the curriculum.

The management of Westford Public Schools' technology infrastructure, including technical support, network management, communications applications, and hardware replacement is coordinated with the Town of Westford in order to maximize efficiencies and cost savings. This collaboration between the town and school system intends to develop an academic server structure that will be cost-effective, scalable, and will best meet teaching and learning needs.

In order to adhere to the state and federal mandates, an anti-bullying committee was established consisting of administrators, instructional staff, students, parents and members of the community. This committee crafted an anti-bullying policy that has been submitted and accepted by the state. Supporting curriculum has been developed and the program is being implemented at all grade levels. To further enhance this important initiative, Westford elementary schools have adopted a program entitled Responsive Classroom.

CURRICULUM AND INSTRUCTION—CONTINUED

Administrators, instructors, and support staff in grades 3-5 have been trained in the various components of this exciting program and the finding show a more positive classroom climate and culture. Members of our administrative team have received extensive training and will have the capability of training additional teachers during the coming school year so that Responsive Classroom practices will be actualized in K-2 classrooms in the future.

As members of the school community, we appreciate the continued support provided by the townspeople of Westford. We are proud of our school system and fully understand the level of commitment that is necessary from the citizenry. The Office of Curriculum and Instruction extends a sincere thank you to each and every one of you.

FACILITIES AND OPERATIONS

During the 2010–2011 school year the school system completed many facilities maintenance projects, both large and small. Our primary goal was to provide students and staff with a clean, safe, and stimulating educational environment, and to protect the substantial investment that the Town has made in its school buildings. Many of the summer projects involved regular preventive maintenance for the structural components of the school buildings, such as the elevators, boilers, heating and cooling systems, security systems and kitchen equipment. These jobs are generally conducted during the summer months when there are no ongoing activities in the buildings, but several of the schools house programs sponsored by both the School Department and the Recreation Department, and creative scheduling is called for.

Kathleen Auth
Director of School Finance

The School Department's capital appropriation for FY 2011 included funds to replace a large section of the roof at the Nabnasset School. This was accomplished in record time during the summer, and in addition to providing a watertight envelope for the school, the project included replacing the original translucent window panels in the library with clear glass panes. We also requested and received the funds necessary to replace one boiler at Westford Academy, one boiler at Robinson Elementary School, and three boilers at Blanchard Middle School. The project specifications included dual-fuel burners where possible to provide us with options related to the use of natural gas or heating oil as a fuel source. The five year capital plan for the School Department includes several more boiler replacement projects in the near future, and these will be planned so that the financial impact can be spread over several years.

Most of our maintenance projects continued to be accomplished using available funds within the School Department's operating budget. The projects that were undertaken in FY 2011 included the ongoing replacement of flooring at Abbot, Blanchard, Robinson, and the Integrated Preschool. We also continued the substitution of whiteboards for chalkboards in many of the older classrooms throughout the system. New bookcases were built for the Abbot library, and bookshelves were built for several classrooms at Stony Brook. Torn stage curtains at Blanchard, dating to 1992 when the building was constructed, were replaced. Our maintenance staff converted a computer lab at Blanchard into a science classroom and installed countertops in the technology education lab to make that space more appropriate for the type of learning activities that are conducted there. We also built a handicap accessible bathroom within the confines of a classroom at Westford Academy, thus enabling us to retain students in our in-house special needs program.

Regular maintenance is also needed for our modular buildings to ensure that we will be able to use these buildings for many years to come. Several areas of deteriorating flooring in the Robinson School modulares were replaced. The exterior of the Millennium Building received a new protective coat of paint, and rotted window trim was replaced where needed. Record snowfall during the winter of 2010-2011 prompted concerns about the load-bearing capacity of the Millennium Building roof and immediate action had to be taken. We removed the snow from that roof as well as from the flat-roof sections of several other school buildings. These were critical needs, and the School Department operating budget was able to absorb the cost.

FACILITIES AND OPERATIONS—CONTINUED

We would like to recognize the hard work of our custodial and maintenance staff, and commend them for a job well done. We continue to strive to provide the level of service that the residents of Westford have come to expect, and to do it within the confines of a shrinking maintenance budget. The School Department is very thankful for the ongoing support of every voter, board, and committee in the town of Westford.

ABBOT AND NABNASSET ELEMENTARY SCHOOLS

The Nabnasset and Abbot Elementary Schools continue to build upon their commitment to strong academics, meaningful school mottos (Nabnasset - *R.I.S.E. - Respect, Inclusion, Safety and Encourage* and Abbot - *S.P.I.R.I.T – Service, Perseverance, Inclusion, Respect, Innovations, Teamwork*) and engaging service projects. Additionally, both schools work diligently all year long to prepare students for successful transitions from one grade to the next and from the K-2 level to the 3-5 level. It has been a very productive year for the Nabnasset and Abbot Schools.

Nabnasset Elementary School

Susan DuBois

Principal

Joanna Perron

Interim Assistant Principal

Abbot Elementary School

Vito Umbro

Interim Principal

Joanna Perron

Interim Assistant Principal

The Nabnasset School enrolled 392 students this school year. There were five sections of kindergarten, one section of pre-first, four sections of first grade and six sections of second grade. Enrollment at the Abbot School was 389 students. There were six sections of third grade, six sections of fourth grade and six sections of fifth grade.

Curriculum and Instruction

Staff members at the Nabnasset School focused this year on promoting the school motto of *R.I.S.E* and the theme of anti-bullying through picture books with matching lessons. Students were reminded of the importance of being respectful, inclusive, safe and supportive of each other; additionally, they were encouraged to be upstanders and “stand up” for themselves and others. The Nabnasset School has already made plans for the next cycle of picture books and lessons for the fall.

In terms of technology, two ENO boards were purchased for the Nabnasset School and trainings on how to use them took place throughout the year. Teachers and other staff members practiced incorporating these interactive pieces of technology within their lessons. This work with the ENO boards will continue to take place next school year.

Also, many staff members at the Nabnasset participated in a 6-week mental health session led by Beth MacKinnon, Guidance Counselor, and Susan DuBois. The sessions focused on a variety of topics ranging from stress to learning disabilities. The discussions were supportive and everyone contributed ideas each week.

The focus of many professional development days at Nabnasset centered on reading comprehension. Specifically, a Reading Comprehension Toolkit was purchased for each teacher. Regina Bertolaccini, Literacy Specialist, and Susan DuBois led discussion groups on how to use the toolkit and apply specific reading strategies to current literacy practices. Teachers and other support staff will continue to explore ideas from this reading comprehension toolkit next school year.

At the Abbot School this year, many teachers received mounted projectors in the classrooms. Integrating technology into curriculum lessons enhanced the learning experiences for students.

ABBOT AND NABNASSET ELEMENTARY SCHOOLS

For professional development at the Abbot School, all teachers and many support staff were trained by the Northeast Foundation for Children in the Responsive Classroom approach. This approach focuses on the social, emotional and academic growth of students within a strong school community. It is research-based and very effective with school staff and students. The Abbot School community will continue its work with Responsive Classroom initiatives in the fall. Throughout the year in conjunction with this training, all teachers and many support staff participated in a book group led by Vito Umbro using the book *The Power of Our Words*.

This year, the Abbot School was selected to represent our state and nation by participating in the National Assessment of Education Progress (NAEP). NAEP is given by the National Center for Education Statistics within the U.S. Department of Education and tells us what our nation's students know and can do in key subject areas. The results of NAEP are published in a report *The Nation's Report Card*, which provides information about student achievement to educators, parents, policymakers and the public.

In preparation for the Massachusetts Comprehensive Assessment System (MCAS), selected fourth grade students were invited to participate in afternoon writing classes. These classes reviewed strategies for writing long compositions and focused on important writing techniques to enhance students' writing. During MCAS testing days, students joined Vito Umbro and Joanna Perron for a morning power walk around the school.

Several grants were awarded by the Westford Education Foundation to staff members at the Nabnasset and Abbot Schools for ideas related to curriculum and instruction. At the Nabnasset School, a grant was awarded to Melissa Baum, first grade teacher, for Digital Media Portfolios. She is excited to begin this project this fall.

Donna Conlin, a third grade teacher at the Abbot School, won a grant to purchase six iPads for her classroom. She plans on incorporating the iPads into her reading lessons. Jeanette Moreau, Guidance Counselor, won a grant to begin a yoga class for students after-school. Also, the fifth grade team at Abbot won a grant for In-Motion on the Ocean: European Stop-Action Movies.

Student Leadership and Recognitions

Each year, students at the Nabnasset and Abbot Elementary Schools take part in compassion projects where students learn to give back to others. In particular, students at Nabnasset participated in projects such as Coats for Kids, For the Love of Erika and Toys for Tots. Also, a recycling group of second graders was led by Joanna Perron each Friday. Kathy Osborn, Instructional technology teacher, updated the school website with recycling totals and number of trees saved each week.

Students at the Abbot School were involved in projects through the Community Service Group, Spirit Group and Student Senate Group led by Joanna Perron. Some project titles included Coins for a Cause, donations to support the Japan efforts, Books for Busy Readers, donations to help those in needs of books, and Food for the Hungry.

ABBOT AND NABNASSET ELEMENTARY SCHOOLS

Carol Hurst, Principal Aide, guided students through recycling efforts throughout the year. Other school groups included the Abbot Authors organized by Jessica Rebilas, fourth grade teacher, Abbot Times led by Sandi Guild, fourth grade teacher, Laura Anderson, third grade teacher, Bridgette Hogan, student support teacher and Katie O'Brien, fifth grade teacher. This newspaper club even had articles featured in the Westford Eagle.

For the Nabnasset School, this year marked its 50th Anniversary. The school celebrated this milestone with announcements featuring fun facts about the school, a sock-hop dance, a school assembly with guest speaker Mr. Noyes, former Principal of the school 50 years ago and a special song to honor the school led by Jennifer Tietze, Music teacher.

Several fourth graders at the Abbot School participated in newly designed on-line math league led by Jessica Zhang, a fourth grade parent. The Abbot School came in first place, among other schools, in the nation.

Parent/Community Involvement

A new experience for the Nabnasset School was the creation of a 9-week evening parent group focused on the book *Raising Resilient Children*, led by Jennifer Wolf, School Psychologist, and Susan DuBois. Twenty-five parents committed to participating in discussions, small groups and homework. The evaluations indicated interest in more parent groups next year.

Throughout the year the Nabnasset and Abbot Schools had many parent volunteers dedicate their time, talent and energy to support school activities and programs. In particular, the Nabnasset School continued events such as the Halloween Parade, Movie Nights, Math/Science Nights and Spruce-up Days. The Abbot School focused efforts on similar events, for example, Movie Nights, Math/Science Nights and Spruce-up Days.

The Nabnasset and Abbot Schools continued the tradition of preparing second grade students for their third grade transition. Second grade students exchanged letters with their third grade pen pals all year and were introduced to each other during *Move-up Day*. Pen pal buddies enjoyed lunch/recess, a general assembly led by Vito Umbro and Joanna Perron, listened to a Strings concert under the direction Todd Hamelin, Strings teacher, and took a tour of the school. Additionally, the Abbot School put forth efforts to transition the fifth grade students to the Stony Brook Middle School by inviting Peter Cohen, Principal, and other school staff to the Abbot School for a morning parent informational session. Students toured the middle school during fifth grade camp week.

ABBOT AND NABNASSET ELEMENTARY SCHOOLS

The PTO provided a variety of enrichment programs and general assemblies throughout the year. The Nabnasset and Abbot School students enjoyed the *Rhythm Kids*, *Helen Keller*, *Wingmasters*, *Sticks and Stones*, *Mad Science*, *Epic Brass*, *Day in Ghana*, *Techsplorations*, *Discovery Museum*, *David Coffin*, *Native American Perspectives*. Also, the teachers and staff appreciated the beautiful and delicious Conference Night dinners and Teacher Appreciation luncheons provided by the PTO. Several community events were hosted at the Abbot School throughout the year including the Annual Talent Show, Flat Stanley performance and the Living Lab Gala.

School Advisory Council

Nabnasset Members: Susan DuBois, Daniella David, Melissa Baum, Coby Heller

Parent Representatives: Mrs. Sawrey, Mr. McGinn, Mrs. Purple and Mrs. Reynolds

The School Improvement Plan was created by members of the council under the direction of Susan DuBois. Some goals that were addressed were creating a positive school climate and preventing bullying, continuing work on Understanding By Design (UBD), implementing the Response to Intervention (RTI), training staff on the use of ENO boards, improving reading comprehension and implementing a social curriculum to build strong classroom and school learning communities.

Abbot Members: Vito Umbro, Karla Pentedemos, Jessica Rebilas and Donna Colin

Parent Representatives: Mr. McGinn and Mr. Redmond

The School Improvement Plan was developed by the council with guidance from Vito Umbro. Some of the goals included focusing on the developing professional development opportunities for staff, addressing issues of bullying and school climate, improving student achievement in all academic areas through the use of technology, promoting critical thinking and comprehension skills through a variety of English Language Arts strategies and implementing the Response to Intervention model (RTI).

Conclusion

The Nabnasset and Abbot Elementary Schools look forward to another year of working together in partnership to promote respectful, supportive and encouraging environments where students flourish with their learning and service to others.

BLANCHARD SCHOOL

August 2010, Blanchard opened its doors to 574 middle school students. They were organized into nine teams; six Blue, six White, six Green, seven Blue, seven White, seven Green, eight Blue, eight White, and eight Green. Teams Blue and White consisted of teams of four teachers, each teaching one of the Core subjects, English Language Arts, Math, Science, and Social Studies. The Green teams were mini-teams of two teachers who teach either Math and Science or English Language Arts and Social Studies.

Rose Vetere
Principal
Timothy Hislop
Assistant Principal

The Core academic program is enhanced by a full program of integrated arts, which is designed to address the development of the whole child. In addition to language arts, reading math, science, and social studies, students' days are rounded out by our exploratory foreign language program and integrated arts: art, health, physical education, music and technology education.

The middle school program is scheduled flexibly and offers students many opportunities to explore ideas, participate in activities, and become responsible community members. After school clubs engaged Blanchard students with options such as National History Day Club where four projects advanced to the state competition; a successful second season for Blanchard Theatre Arts that yielded a gold medal for its performance of *Tracks* at the Middle School Drama Festival; and the very active Student Council whose Community Service Day topped off its annual projects. Blanchard faculty provided the leadership for these and other popular after school activities.

In response to the new Massachusetts bullying law, the Blanchard Middle School, in collaboration with the district, implemented a bullying reporting and investigation process. This state mandate coincided with efforts that the Blanchard community made to maintain a safe and respectful school for all students. To this end, a Peer Advisor program was established to provide students opportunities to model positive and productive behaviors, an anti-bullying assembly was conducted by guidance counselors, the Assistant Principal, and Officer Croteau, a Westford police officer, and Mr. Nardi, 8th grade guidance counselor, was awarded a Westford Education Foundation grant to bring *Ryan's Story* to the Blanchard students.

Technology is exploding at Blanchard. The use of student response clickers, wikis, and blogs by students and teachers are expanding the capacity of learning in our classrooms. Blanchard installed interactive boards in several classrooms and mounted projectors to further enhance the integration of technology in the curriculum. Students and teachers have access to four computer labs within the Media Center as well as portable laptop computers for classroom use.

Parent/Community Involvement

The 2010/2011 School Improvement Plan focused on integrating 21st Century Skills to improve academic achievement, building a collaborative culture, increasing student support, enhancing the Blanchard programs by integrating community resources, and enhancing parent connectedness to the school. The School Council members included: parent representatives Sue Havican, Anne Kay, and Wendy Brown; school representatives Deborah Duffy, Jodi Voutselas, and Tim Hislop.

BLANCHARD SCHOOL—CONTINUED

Our community representative was Sandra Habe. Discussions at school council meetings this year focused on advisory programs and student-led conferences.

Home-school communication continued with weekly email updates. The Blanchard web pages served to keep parents informed of school events, programs, and to keep the school focused on its vision and values. Teacher pages include current information about the curriculum and access to homework assignments.

The Westford Middle School PTO (WMSPTO) ran a successful magazine fund raising drive to support multiple enrichment programs for all grade levels. Students enjoyed the opportunity to participate in curriculum-enriching assemblies such as Poetry in Motion, Pyramids and Pharaohs, and a visit from author Jack Gantos. In addition, the WMSPTO organized and ran several staff appreciation luncheons, the eighth grade breakfast, and the eighth grade end-of-year celebration.

Curriculum and Instruction

Blanchard teachers continued to implement the Westford Public Schools Curriculum Benchmarks, which are based upon the Massachusetts State Curriculum Frameworks. With the support of Curriculum Coordinators, the 6th grade Reading and Language Arts curriculum was combined to increase class time in the other Core subjects. The Grade 7 English Language Arts enhanced its *So Far From the Bamboo Grove* book study to include excerpts from *My Name is Keoko*, a story of Korea from a different perspective. The Grade 8 Social Studies teachers and curriculum coordinator prepared the transition from studying American History to studying World History from 500 CE to 1600 CE.

Teachers participated in site-based Professional Development in teaching reading strategies in all content areas and conducted workshops in the integration of technology, such as the use of interactive white boards. On January Professional Development days, faculty worked with curriculum coordinators to develop curriculum units.

Conclusion

The Blanchard School Community looks forward to the excitement and challenges that will be presented in the upcoming school year as the school continues to focus on excellence in teaching and learning and contributing to the social and emotional development of our students. We are proud of the hard work of our students and staff and take great pride in their accomplishments.



JOHN A. CRISAFULLI & COLONEL JOHN ROBINSON ELEMENTARY SCHOOLS

The Crisafulli and the Robinson Elementary schools have continued to build their community and educational partnership during the school year. The Crisafulli and Robinson welcomed several new staff members during the 2010-2011 school year.

JOHN A. CRISAFULLI SCHOOL

Julie Vincentsen

Principal

Sharon Kennelly

Assistant Principal

COLONEL JOHN ROBINSON ELEMENTARY SCHOOL

Denise Arvidson

Principal

Sharon Kennelly

Assistant Principal

The Crisafulli and Robinson students (Pre-First – Grade Five) continued to receive one period per week of art, music, and physical education. All Kindergarten students were given a weekly wellness class, in addition to their weekly library class.

All students K-5 had the opportunity to participate in library on a weekly basis. They also had many opportunities for research projects integrating library and technology skills. Each building received several new pieces of technology for use in the classrooms. The Crisafulli received ELMO's and IPEVO (document readers), mounted projectors, and an ENO Board. The Robinson School acquired two ENO boards for instructional use.

The Crisafulli School entered its ninth year of educating students. The Crisafulli School served 411 students in six sections of third grade, seven sections of fourth grade, and seven sections of fifth grades. The Robinson School entered its forty-first year of educating Westford's students. Enrollment at the end of the year was 351 students. The Robinson School educated five sections of kindergarten, one section of pre-first, six sections of first grade, and six sections of second grade.

Parent/Community Involvement

The Robinson School Advisory Council (SAC) was co-chaired by principal Denise Arvidson and parent Steve Wojcik. Parent members included Clare O'Brien, Pasquale Russo and staff members Monica Sateriale, Jennifer Martinson, and Carrie Dumas. Judith Culver served the School Committee representative and Rose O'Donnell served as the community member. The 2010 - 2011 School Improvement Plan was developed by the council and included goals of continued work with a site-based Professional Development Committee to improve student achievement and implementation of an Instructional Support Team model. Goals include continuing to enhance the relationship between our sister school the Crisafulli with expansion of the Book Buddy program and easing the transition from grade two to three. The Robinson SAC offered a fall workshop to parents on the topics of Make It/Take It reading activities and math games to support the Everyday Math program. Four coffee hours with the principal were offered to inform parents about the CARE to Read Program, which uses key literature to teach core values.

JOHN A. CRISAFULLI & COLONEL JOHN ROBINSON ELEMENTARY SCHOOLS—CONTINUED

The Crisafulli School Advisory Council was co-chaired by Principal Julie Vincentsen and Jane Moores, 5th grade teacher. Parent members included Chaitanya Hiremath, Lori LePoer, Anna Ward and Angela Waszak. Ellen Harde participated as the community representative and staff members were Buffie Diercks, Lenore Kost and Jane Moores. The 2010-2011 School Improvement Plan was developed by the council and included four goals: (1) to meet the needs of struggling learners in literacy and mathematics, (2) to work with the Crisafulli community, including parents, staff and students, to create and to maintain a welcoming and safe school environment by implementing “PAWS 4 Peace”, (3) to provide all staff with training in how to use our ‘new’ technologies to enhance student learning, (4) to continue and to enhance the transition between Robinson and Crisafulli and between Crisafulli and Blanchard.

One of the School Advisory Council’s main goals this year was to support the efforts of the school’s implementation of “PAWS 4 Peace.” Each day we are asking our community members to ‘PAWS’ as they come in to school to remember that we strive to be a peaceful community by paying attention to the Power of our words, being Accepting of others, being Willing to help others, and demonstrating Self-control.

The Council worked to illustrate JAC’s commitment to “Acceptance of Others” by surveying families to identify the diversity of our community. Fifty-six flags now festoon the ceiling of Crisafulli’s lobby representing our countries of origin. The thirty-two languages spoken in Crisafulli homes were celebrated through a “Welcome” poster that is predominately featured at the door to the Front Office. Both were unveiled during our first World Fest: Celebration of Nations event which we hope will become a yearly tradition.

There was a continued effort focusing on a smooth transition from grade two to grade three. The grade two and grade three students participated in letter writing tradition that began during the 2009-2010 school year, each student in grade two and three are assigned a letter writing buddy. There is an exchange of letters from the second graders asking the third graders about Crisafulli, which are answered by the third graders. The buddies then meet at move-up day and during the traditional bridging ceremony. During move-up day the grade two staff met with the grade three staff to discuss curriculum and instruction.

There was an added effort to focus on the transition from grade five to middle school. The 3-5 principals worked with the middle school principals to host a parent coffee, hold an informational night, and to host visits at each building by the middle school principals. The guidance counselor also hosted lunch meetings for the grade five teachers to meet with the middle school guidance department.

Several community events were held through the course of the year, such as The Second Annual JAC Talent Spotlight, Movie Night, World Fest and the Living Lab Gala. The community events were enjoyed by all.

The PTO continued to provide a variety of enrichment programs for our students. They are able to sponsor the programs through their fundraising efforts. The students enjoyed programs that enriched the Massachusetts Curriculum Frameworks, as well as the Westford Public Schools benchmarks.

JOHN A. CRISAFULLI & COLONEL JOHN ROBINSON ELEMENTARY SCHOOLS—CONTINUED

Some of the programs at Crisafulli and Robinson included Michelle's Menagerie, Emily Piper (AKA Mrs. Junkbox), Rhythm Kids, Helen Keller, David Coffin, Tech-splorations, Mad Science, Epic Brass, Day in Ghana and Wingmasters. The teachers and staff were grateful for the Conference Night dinners and the Teacher Appreciation luncheons that were provided by the PTO.

All of the parent volunteer efforts were appreciated by the Crisafulli and Robinson staff members. The parent volunteers served in a variety of capacities such as classroom helpers, library volunteers, party coordinators and field trip chaperones. The schools also had the opportunity to host senior volunteers through Community Teamwork and several groups of high school students from Westford Academy. It was another successful year of hosting Westford Academy seniors as part of the Senior Internship Program for high school seniors interested in pursuing a career in education. It is always a pleasure for the staff to see former students return who are interested in becoming educators.

Student Activities

The Peace-It-Together program continued to be the focus of many school programs and activities. The students participated in several assemblies to become familiar with the "I Care Rules" and common language of the program. All were taught strategies for dealing with conflict through the use of the "Solution Wheel." Staff continued to recognize acts of kindness through the use of "I-care" coupons. Students redeemed these coupons on Fridays with the Principal and Assistant Principal and they enjoyed sharing their kind deeds. An integral part of the Peace-It-Together program involved student participation in service learning projects such as a food drive for the Westford Food Pantry, hats and mittens numbering in the hundreds were collected, as part of the "Warm Hands, Warm Hearts" program. The Robinson students also participated in a "Senior Smiles" program by making gift bags, which were donated, to the Cameron Senior Center. Second Grade students delivered the gift bags and performed songs for seniors at the Center. The Peace-It-Together committee expanded the literature selection to enhance the CARE to Read program, to address the character traits that are incorporated into the curriculum. The group continued to meet monthly to discuss research articles, classroom projects, and current practices. In addition to the meetings quarterly coffees were held to teach the parent community about the book selections.

The fifth grade chorus, directed by Mrs. Oliver, performed at the spring all town chorus night, for the school spring concert, at the Memorial Day program, and at the Robinson. The band, under the direction of Mr. Kaminsky, performed at Westford Academy during the town-wide fifth grade concert, and the Memorial Day program. The strings program, under the direction of Ms. Corwin and Kassie Snowdon (interim), performed at community meetings, Robinson School and the Crisafulli Strings Concert at Westford Academy. All three ensembles participated in the fifth grade completion ceremony on the last day of school.

JOHN A. CRISAFULLI & COLONEL JOHN ROBINSON ELEMENTARY SCHOOLS—CONTINUED

Curriculum and Instruction

The faculty at Crisafulli completed a year-long faculty professional development focus entitled Moving Toward a More Consistent, Clear, and School-wide Approach to Behavior Management. This work, grounded in research, served to create a more consistent school-wide methodology and philosophy in this area. Four essential questions guided our work: What are our positive expectations in order to have a ‘safe’ environment for all? How will we praise students when they meet these expectations? What do we agree on as the consistent routines for behavior? What are the agreed upon consequences?

Crisafulli was also very fortunate to welcome the Northeast Foundation for Children this year to train 27 staff members in the Responsive Classroom approach. Responsive Classroom works to build cohesion within our classrooms and school, is research based and is proven to reduce conflict between students, to enhance student achievement, and to increase teacher job satisfaction. At the conclusion of this school year, all 3rd-5th grade schools in Westford will have benefited from this training bringing us closer to our goal of having all teachers at this level trained.

The Book Buddy Program continued to include three first grade classes and three fourth grade classes to support literacy activities across the grade levels. The Book Buddy utilized a detailed lesson guide, which was developed during the 2009-2010 school year. The Book Buddies celebrated their year together with a cake ceremony on the Robifulli Trail. The staff continued to work together to review and revise the scheduling process to provide optimal learning opportunities for all students.

Robinson School professional development focused on improving reading comprehension of non-fiction texts through the use of Comprehension Tool Kit materials. The focus of the yearly Curriculum Expo at Robinson School was on Mathematics. All teachers prepared examples of student work with references to the Massachusetts Mathematics Curriculum Frameworks. Each student had a piece of work on display for parents to view during March conferences.

This was the thirteenth year of the Reading Recovery program at the Robinson. A Reading Recovery Specialist provided intensive reading instruction to first graders in a one-to-one setting. The Robinson School continues to benefit from the services provided by the Literacy Specialist. The Literacy Specialist provided classroom support working with students in a small group setting and on an individual basis as needed. This was the Reading Services Committee’s eleventh year. The committee was formed to give input into the student selection and service delivery process.

The pre-first program completed a tenth year at the Robinson School. The program is designed to be a gift of time for children who are not developmentally ready for the rigors of grade one. The children who participated in the program and are now prepared to meet with success in grade one. The pre-first committee is comprised of kindergarten, reading and first grade teachers continued to oversee the program and make recommendations.

JOHN A. CRISAFULLI & COLONEL JOHN ROBINSON ELEMENTARY SCHOOLS — CONTINUED

Massachusetts Comprehensive Assessment System (MCAS)

Students were tested in Reading and Mathematics in third grade. Fourth graders participated in writing the Long Composition, English Language Arts, and Mathematics. Fifth graders participated in Science and Technology, Mathematics, and Reading. The students received pep talks and guidance lessons to alleviate test anxiety. The staff emphasized that the purpose of testing was to measure the effectiveness of the curriculum and to identify students' level of proficiency. Each day before testing, the students participated in a power walk followed by a low fat, high carbohydrate snack of plain Cheerios. Children were allowed access to water at any time to remain hydrated.

Conclusion

In conclusion, the Crisafulli and Robinson School communities look forward to the many opportunities a new school year brings and will continue to work to strengthen our partnership with each other and the community of Westford.

RITA EDWARDS MILLER & NORMAN E. DAY ELEMENTARY SCHOOLS

Year End Review

The Miller and Day Schools have forged a strong partnership continuing to work together as sister schools. The Rita Edwards Miller School completed its ninth year of operation. It continues to thrive and live its mission of valuing diversity and working together to foster self-esteem, academic persistence, and respect in a safe, nurturing, and creative environment. The Miller School educated 368 students in grades K-2 this school year. The school year opened in August 2010, which included two district-wide full day integrated kindergarten classes, two traditional kindergarten classes of half day sessions, one pre-first class, five first grade classrooms, and seven second grade classrooms. As a result of the commitment demonstrated by all stakeholders, efforts toward continuous improvement and the evolution of a refined identity continue to reflect Miller School's strong and caring membership.

Kevin Regan
Principal
 Marie McNamee
Assistant Principal

The Day School marked the end of the nineteenth year of serving students in grades three, four, and five as an elementary school. A total of 434 children were enrolled in the school that concentrated its efforts on the Core Values of respect, responsibility, communication, and participation. Seven classes of students per grade level enjoyed learning from their academic endeavors in English/Language Arts, Math, Science, and Social Studies, as well as Morning Meeting, Art, General Music, Physical Education, Library, and some students in the Band or Strings Program. During the Enrichment Block involvement in building school community, wellness, and technology pursuits furthered their exposure to a variety of concepts, vocabulary, and new understandings.

School Advisory Council

The Miller School Advisory Council (S.A.C.) members are committed to student achievement and school excellence. The Council works purposefully to identify the educational needs of the school community, to review the school's annual budget and to formulate a school improvement plan. Parent representatives: Mr. Eric Barber-Mingo, Mrs. Jelena Radumilo-Franklin and Mrs. Kristin Cambray. Community representative: Mrs. Marie-Aline Davis. Teacher/School representatives: Mrs. Karen Burke and Mrs. Pam Perron. The Council contributed greatly in the implementation of the Miller School's *A-Z School Guide* and to the *What is Bullying?* flip chart for parents.

The Day School Advisory Council focused on examination and discussion of numerous topics that impacted the school community. Members included Parent representatives Lori Ditto, Namita Gupta, David Hill, and Annette Howard.

RITA EDWARDS MILLER & NORMAN E. DAY

ELEMENTARY SCHOOLS—CONTINUED

Staff representatives were Erin Claycomb, Barbara Cope, Kevin Regan, and Brenda Tobin. Susan Yetten served as community member. Some of the many agenda items reviewed at the monthly meetings included Code of Conduct recognition, 2011-2012 School Improvement Plan, BeyBlades use, Math Information Nights, School Improvement Plan staff and parent survey, 2011 MCAS testing schedule, and staff anti-bullying survey.

Parent/Community Involvement

The active involvement of the Miller School families in their child's education and for the school at large is active and vibrant. Parents work collaboratively with teachers, volunteer in classrooms, shelve books in the library, attend parent workshops to learn about the curriculum and how to best support their child at home, adopt-a-site to beautify our grounds, volunteer at book fairs, organize math and science nights, attend poetry and/or author sharing, and perform for families at the school's annual multi-cultural celebration. In addition, parent/community involvement extends outside of the Miller community. The school reaches out through its willingness to initiate and participate in social compassion projects each year. Gift cards were collected during the holidays and mailed to families of need in Westford. Donations of non-perishables were regularly collected and delivered to the Westford Food Pantry. Classrooms participated in a campaign for Pennies for Patients and Miller's PTO hosted Dance for a Cause allowing proceeds to be donated to the American Heart Association. The Miller community is proud of its accomplishments and services and proud to be sponsors of the Wish Project of Lowell.

Throughout the school year parents were an integral part of the success that students encountered at the Day School. Volunteers supported activities such as the Grade Three Orientation Program held on the initial day of school in August. Other participation included field trip chaperones, Screening Committees, classroom and library, holiday classroom parties, Parent Teacher Organization, Living Lab Gala, Book Fair, Grades Three and Four Math & Science Nights, Movie Nights, school Yearbook, Meet & Greet Bunco Nights, WOW (Walking Outdoors for Wellness), Ski Club, Math Club, and Field Day. Parent involvement certainly enriched these opportunities for students. Compassion projects such as *Pennies For Peace and the Hunger/ Homeless Week Food Drive* provided an opportunity for students and families to reach-out to those less fortunate. On-going collections of BoxTops For Education and Labels For Education, initiated by grade five student Derek Lo, permitted students and families to contribute to these initiatives to redeem points earned for school supplies. In June our school community joined a multitude of residents of Groton and Westford mourning the loss of Groton resident Sgt. William Woitowicz, killed in Afghanistan, as his motorcade and funeral procession traveled by the Day School on two different occasions.

Curriculum and Instruction

The Miller School is committed to professional development, research and best practice for student achievement and pedagogy in all disciplines. The Miller staff has undertaken the Responsive Classroom approach to elementary teaching that emphasizes social, emotional, and academic growth in a strong and safe school community.

RITA EDWARDS MILLER & NORMAN E DAY

ELEMENTARY SCHOOLS—CONTINUED

This year, all support staff received Responsive Classroom overview training. The character education curriculum was further developed and integrated during monthly community meetings. Carefully selected topics and supporting literature complemented our anti-bullying and Core Values education work. Miller students were provided opportunities to discuss relevant topics and to reflect on their own experiences to authenticate the traits of good citizenship. Miller School community will continue to expand the development of the character education curriculum for all students.

At the Day School student experiences in reading were enriched by the use of resources from the Leveled Library. The Teacher Work Room was transformed into a venue to locate thousands of trade books organized by reading level. Students benefited from this initiative as the books they read were matched to their reading level. Moving forward additional titles and copies of books will be purchased to keep this invaluable collection thriving. Each morning students and grade level teachers participated in Morning Meeting. This time was spent with teachers implementing activities for students that enhanced their social and communication skills, in addition to integrating academic aspects through activities such as Morning Message. In the fall 2010 the results from the 2010 MCAS (Massachusetts Comprehensive Assessment System) were received. The following information identifies the percentage of students who scored in one of the top two of four performance levels: Grade Three Reading- 81%, Grade Three Math- 85%; Grade Four English/Language Arts- 75%, Grade Four Math- 76%, Grade Five Reading- 85%, Grade Five Math- 85%, Grade 5 Five Science/Engineering Technology- 88%. The Student Support Services subgroup (Special Education) met their AYP (Adequate Yearly Progress) in both Math & English Language Arts. At each grade level Math Club was offered to all interested students. Team results in the On-Line Math League included: Grade Three- tenth place out of fifty-three teams, Grade Four- seventh place out of sixty-eight teams, and Grade Five- second place out of seventy teams. The top three individual team high scorers per grade level were: Grade Three- Emerald Tan, Justin Ly-Em, and Neil Patel; Grade Four- Shreya Nakhawa, Nishanth Navali, and Owen Zhang; Grade Five- Justin Huang, Meg Granger, and Adithya Vellal.

Professional Development

Miller staff participated in various professional growth opportunities. Site-based professional development included a mental health focus group, a *Daily Five Alive* book Group, and a Digital Storytelling webinar, Eno Board training; working with the vision-impaired and how to best meet the needs of behavior challenges.

The Day School trained twenty-seven staff members in Responsive Classroom- Level One. This approach teaches students how to build community, problem solve, hone social skills, and value the differences of other people. Ten teacher assistants and principal aides participated in a training overview of Responsive Classroom. In harmony with the Leveled Library initiative Balanced Literacy workshops were provided for teaching staff, with a focus on Literature Circles. Shauna Cotte from Keys To Literacy facilitated these growth opportunities for all literacy teachers. Information Technology Specialist Marianne Butterline offered many training and orientation sessions on various technologies such as the Eno Board, document cameras, and other hardware and software applications.

RITA EDWARDS MILLER & NORMAN E DAY ELEMENTARY SCHOOLS—CONTINUED

Technology

Technology integration continues to be strengthened across domains. Classrooms have been equipped with ceiling-mounted Infocus projectors and document cameras. Stimulus funds provided a second Smart Board and a wall-mounted Enoboard, complemented with training for staff. Many Miller teachers have designed interactive classroom websites. These web pages are full of classroom news and activities including but not limited to homework, suggested readings, showcased student work, and parent tips. To maintain currency in the curriculum and to continue to strengthen the integration of technology in education is an ongoing goal here at Miller. For example, three Miller teachers received a WEF Grant this year to attend the Mass Cue Conference and receive two iPads for the school. Congratulations to Kindergarten Teacher Karen Burke, Student Support Services Teacher Cheryl Campbell, and Integrated Technology Specialist Liz Colantuonio for their work in the area of technology integration.

Through the use of stimulus funds the Day School received and made use of a laptop cart. This resource offered students opportunities to practice their writing and research skills, without departing their classroom. As the laptop cart transitioned from class to class a multitude of students engaged with this technology. Through the efforts of Library Media Specialist Audrey Alenson and Information Technology Specialist Marianne Butterline a Technology Committee was conceived. The mission of this cadre is to discuss staff technology needs and priorities, as well as identify specific professional development Day School educators would benefit from.

Conclusion

The Miller School is a dynamic learning environment for students and adults, and filled with incredible gifts and talent. Energy and focus are directed toward enhancing instructional practice, further developing currency in curriculum, and increasing opportunities for community involvement so students are inspired to achieve in school and in life.

The Norman E. Day School recognized the following students for their superior achievement, citizenship, and contributions during the 2010-2011 school year:

- Code of Conduct Awards: Grade Three- Matt Acabbo, Emily Blatt, Reena Caplan, Shannon Fletcher, Jack Mahony, Christina Mehlhorn, and Mia Perron; Grade Four- John Berrigan, Samantha Blanc, Manuel Ferro, Abhi Patel, Varshini Ramanathan, Brendon Wong, and Alex Wood, Grade Five- Victoria Donescu, Nikhila Hari, Justin Huang, Shourav Makkapati, Allison Mulhern, Vishal Raghunath, and Anna Sacknowitz
- Nicholas P. Colgan Memorial Award- Katherine Arnold and Danielle Sawka
- Jeannine Haberman Building Community Award- Derek Lo

RITA EDWARDS MILLER & NORMAN E DAY ELEMENTARY SCHOOLS—CONTINUED

- Wanda Hall Grade Three Most Worthy Student- Eric Zhang
- MaryEllen Reardon Grade Four Most Worthy Student- Brooke Pillsbury
- Susan Yetten Grade Five Most Worthy Student- Adithya Vellal
- Jan Nickerson Excellence in Music Award- Charles Zhang
- Principal Award- - Ryan Cline and Julia Kan

Best of luck to the 149 Grade Five students as they conclude elementary school and transition to grade six at the Blanchard and Stony Brook Middle Schools. Miller/Day General Music Teacher Suzana Moreira and Food Services employee Debbie Ross retired during the school year. Best wishes to them for a happy and healthy retirement.

STONY BROOK SCHOOL

During the 2010-2011 school year at Stony Brook nearly six hundred and eighty students in grades six, seven, and eight matriculated. On the first day of school, the sixth graders had the opportunity to attend school without the seventh and eighth graders. This first day of middle school along with the wonderful team building activities that the sixth grade teachers prepared for their students allowed our newest students the opportunity to become acclimated to their new school.

Peter Cohen
Principal

The grade level teams were comprised of four teachers. Each of the teachers was responsible for providing instruction in mathematics, language arts, social studies, or science. The students in each grade received instruction on their respective teams for about four hours each day, then worked with members of the Integrated Arts Team for ninety minutes. During integrated arts they participated in a variety of age-appropriate programs, including music, art, health, physical education, technology education, and world languages (French, German, Latin, or Spanish). Additionally, a three-part course including Guidance, Research, and Technology was offered to all students.

A highlight of the year was the activity day known as Mission Mural II. This was the second such event with the first occurring three years prior. On this day in February, advisory groups painted over 50 additional murals around the school with positive messages. With the help of many parent volunteers as well as teachers and students, the day was a success. Students also learned about community service opportunities, wrote letters to soldiers serving in Afghanistan and Iraq and were educated about diversity in our school. Residents are encouraged to visit the school or the website to see pictures of the over 100 student-created murals that now adorn the walls of the school.

Curriculum and Instruction

The course of study followed the Massachusetts Curriculum Frameworks. Students were heterogeneously grouped in all subjects with the exception of mathematics. Students in math were placed either in a standard grade level or accelerated math program based on well-established criteria. Because students' understanding of math concepts occurs at different times during their middle school years, a goal of instruction is to challenge students and provide opportunities to build each child's confidence in math and guide them in developing their mathematical thinking.

Stony Brook and the Westford Public Schools did not receive Title One funds for the first time in over five years. This led us to create a math coach position, which allowed us to offer additional mathematics support to qualifying students in sixth and seventh grade. These students received additional support in their math classes.

Looking ahead to the 2011-2012 school year, we will be implementing a daily advisory period at the start of each day for students to get extra help intervention as necessary as well as develop a trusting, working relationship with an academic advisor at the school.

STONY BROOK SCHOOL—CONTINUED

Assessment

Assessment is an integral part of the learning process at Stony Brook. Teachers used multiple forms of assessment for measuring student achievement. The assessments stretch beyond the traditional pencil-and- paper test to reports, projects and hands-on class presentations. An assessment committee will continue the work of looking at the quantity and quality of the assessment tools used at the middle school level. This will also continue to be discussed by the leadership team.

In the spring all students participated in MCAS testing. Mathematics tests and English/Language Arts tests were administered to sixth, seventh and eighth graders. Seventh graders also completed the long composition exam. Eighth graders were given a science test.

Professional Development

Professional development for the Stony Brook staff included the district wide workshop opportunities as well as some in house activities with an emphasis on building a professional learning community. The professional learning community will continue to be an emphasis for the coming school year. Additionally, our focus at the middle school is on district wide initiatives including the Understanding by Design curriculum development process, developing an effective and systematic Response to Intervention plan and exploring options for Universal Design for Learning accommodations. Many teachers also participated in Critical Friends Groups, which allowed them to discuss teaching and learning with colleagues through the use of protocols.

Parent/ Community Involvement

The Westford Middle School PTO is a highly supportive organization that provides the middle school students with excellent activities and enrichment programs. Authors, concerts, and field trips were planned for the students. Additionally, the PTO coordinated the second annual Stony Brook faculty vs. Blanchard faculty basketball game fundraiser. The Westford Parent Connection and Westford Police Department also worked closely with the school to help us provide information to the community about bullying.

School Advisory Council

The SAC met throughout the year. The advisory council developed a school improvement plan.

Communication

A major emphasis was placed on school communication. Parents received a weekly email from the principal that updated them on Stony Brook happenings. The internet has become the primary method of communication from school to home. In an effort to do our part to save the environment, we have made efforts to become paperless. Paper notices are no longer sent home, but instead posted on the web site.

WESTFORD ACADEMY

Westford Academy welcomed over 1635 students for the 2010-2011 school year. We also welcomed several new staff to our faculty and our year was highlighted by many achievements in the area of academics, athletics, and co-curricular activities.

James Antonelli
Principal

Adam Goldberg
Assistant Principal

Student performance on the state-mandated MCAS exams continued to place Westford Academy in the top tier of high schools in Massachusetts. Westford Public Schools boasts with outstanding achievement scores in PSAT, SAT, MCAS and in Advanced Placement, while doing so with one of the lowest per pupil expenditures in the State. The Class of 2011 had 99% of its graduates successfully pass both the English Language Arts and mathematics tests. The freshman students that participated in the MCAS biology exam did an outstanding job and were in the top 10% for the State.

In 2008, Westford Academy was named a 2008 – No Child Left Behind Blue Ribbon School by the United States Department of Education. This award is given to high performing schools that meet Adequate Yearly Progress consistently, and have students that perform on State assessments in the 90th percentile. Massachusetts can only nominate up to seven schools. That year only three were nominated and only two met AYP, one being Westford Academy. A great accomplishment, one in which our entire community should be proud. In addition, Westford Academy was highlighted in *Boston Magazine* as one of the top fifty high schools in the Commonwealth of Massachusetts. With over 370 high schools in Massachusetts, being in the top fifty is a wonderful achievement and should be noted.

Two teachers retired this year at Westford Academy after many years of service. Carol Lyman worked in the Westford Public Schools for 34 years in the Special Education Department and made a lasting impression on so many of her students. Meryl Brown also retired this year from the Family Consumer Science Department. Merri has been the pre-school teacher at Westford Academy for many years and looks forward to retirement. Both teachers are grandmothers and look forward to sharing time with their grandchildren.

Finally, two members of our faculty received their 25-year chair from Westford Academy. Mr. Mark Lucey joined Westford Academy back in 1986 and serves as the Director of Guidance for grades 6-12. Donna Kavanagh is a social studies teacher and has touched so many lives through her teaching and involvement with Amnesty International. Congratulations to Mark and Donna.

MOST WORTHY REPRESENTATIVES

- 2011 Kate Sulka, Eric Zhang
- 2012 Laurieane Posch, Alexander Lee
- 2013 Tasneen Bhindarwala, Evan Monoxelos
- 2014 Hannah Hackley, Ethan Walshe

WESTFORD ACADEMY—CONTINUED

SPECIAL AWARDS

National Merit Commended Student

Alex Bernard, Hannah Caldwell, Elissa ChaoVivian Cheng, Grace Conway, Kayla Dias, Lauren Fellars, Ramya Ghantasala, Deepank Korandla, Manu Kumar, Andrew Le, Amelia Mettler, Lauren Miranda, Taher Motiwalla, Michael Myers, Paul Perrone, Michael Stent, Elias Szabo-Wexler, Melissa Templeton, Hannah Vining, Chloe Wendell, Jeffrey Wheeler, Mark Wilkening, Eric Zhang

National Merit Finalists

Elizabeth Brittan, Hannah Carter, Kevin Qian, Alison Rosenberg, Hannah Wang, Jade Yang, Fei Yu, David Zhou

National Merit Scholarships

Elizabeth Brittan, Hannah Carter, Alison Rosenberg, Hannah Wang, Fei Yu

Athletics

Fall 2010

- Boys Golf and Cheerleading were DCL Champions
- Girls Soccer, Girls Volleyball, Cheerleading, Boys Cross Country were all MIAA Section Finalists
- Boys soccer, field hockey, girls soccer, volleyball, boys cross country, cheerleading and golf all qualified for tournament play

Winter 2010-2011

- The girls swim team finished 2nd in the MIAA Division 1 state Meet and the DLC
- Four swimmers won MIAA Division 1 Individual State Championships along with the girl's medley relay team. The swim program set 17 new school records and one state record this season.
- Wrestling finished 2nd in the DCL Meet this winter and sent several wrestlers to the State Championship Meet
- Emily Raczowski was the MIAA Division 1 State Indoor shot put champion
- Boys Alpine Skiing won their league for the second straight year. Both the boys and girls teams finished 5th in the State Championship race.
- Boys basketball, girls basketball, indoor track, girls ice hockey, wrestling, boys/girls swimming, boys/girls alpine skiing and gymnastics all qualified for MIAA postseason competitions.

Spring 2011

- Every varsity program qualified for tournament/postseason competition
- Junior Brendan Sullivan set a new state record in the pole vault with a height of 15'7. He was also the MIAA State Champion and finished 2nd at the All New England Meet.

WESTFORD ACADEMY—CONTINUED

- Boys' lacrosse won the Dual County League Championship for the first time in school history.
- Girls Tennis – MIAA Division 1 North and State Champions
- Field construction started on the new artificial surface at Westford Academy Trustees Field.

Athletics- General

- There are over 1,250 opportunities to participate in athletics to the students of Westford Academy in 2010-2011 school year and another 450 opportunities at the middle schools.

Fine Arts: Visual Arts

Art on Main Student Art Exhibit

The following students will have their artwork on display at the Art on Main Gallery in Westford. Congratulations to Tim Avery, Priyanka Boddu, Mary Boutet, Sarah Brunelle, Hannah Carter, Amelia Ellis, Sarah Goode, Hannah Goodwin, Elise Gosselin, Lisa Han, Karilynn Howe, Chiraag Lathia, Manning Liu, Alexis McAuliffe, Dylan McCusker, Kathryn Kosteva, Rachelle Magaw, Randi Medley, Sarah Mooiweer, Shannon Mulkern, Ariana Padron, Katy Pietras, Jake Quinn, Jiexin Wang, Jennifer Williams, Theresa Yuan and Hedan Zhang.

Artists for Artists Fundraiser/Gala

The second annual Artists for Artists Fundraiser and Gala was held on Thursday evening, March 24, 2011 at the Parish Center for the Arts. Proceeds raised created two scholarships for graduating seniors pursuing the arts.

Boston Globe Scholastic Art Awards

The Fine Arts department is proud to announce the winners from the Boston Globe Scholastic Art Awards competition this year. The following students were awarded either gold, silver or honorable mention awards: Elizabeth Britton, Emma Ennis, Elise Gosselin, Michael Gower, Maitlin Hansis, Danielle Lagasse, Chiraag Lathia, Manning Liu, Rachelle Magaw, Alexis McAuliffe, Lena Mirisola, Sarah Mooiweer, Shannon Mulkern, Delia Sanders, Phoebe Taffel, Hannah Vining, Theresa Yuan and Kevin Zhang.

Artwork that earned either a gold or silver key will be displayed at the Transportation Building in Boston.

Of special note, Lizzy Britton earned a Gold Key for her senior portfolio submission. This award represents a body of artwork and is extremely competitive. Congratulations Lizzy!

WESTFORD ACADEMY—CONTINUED

The Memory Project, uniting art and community service

Students from the Westford Academy chapter of the National Art Honor Society recently participated in The Memory Project. This project connects students in the US with children living in orphanages throughout the world. Students completed portraits of children living in orphanages in Indonesia and Peru based on photographs.

Congratulations to Delia Sanders, Alexis McAuliffe, Ana Raso, Katy Pietras, Mary Boutet, Chiraag Lathia, Elizabeth Britton, Mindy Zhang, Sarah Mooieweer, Brian Cummins, Sophia Lin, Jiexan Wang, Heather Denison and Theresa Yuan. Their completed portraits are beautiful and will certainly make a difference in the life of a child. Examples will be displayed at Central Office from June through September.

Merrimack Valley Artisans, art show and competition

(formerly Groton Dunstable Artisans)

Westford Academy art students participated in the yearly art event in Groton. The following students were awarded:

Winner in the category of Drawing and Painting: Lizzy Britton 12th grade

Winner in the category of Photo and Graphics: Dylan McCusker 11th grade

Parish Center for the Arts, Regional Art Exhibit and Competition

Congratulations to the following students, whose artwork was recognized in the following categories:

Oil-Acrylic: 1st Manning Liu, 2nd Alexis McAuliffe, 3rd Meghan McCann, HM Priyanka Ram

Pastels-Drawing: 1st Alexis McAuliffe, 3rd Priyanka Boddu,

HM Jillian Palmer,

Photography: HM Christie Basinas

Watercolor: 1st Chiraag Lathia, 2nd Anusha Prasad, 3rd Stephanie Nappi, HM Pooja Gupta,

Art Department Calendar

The Art Department is pleased to announce the list of student/artists whose drawings will be in the 2011 Art Department Calendar.

Congratulations to: Emily Raczelowski, Heather Dennison, Alexis McAuliffe, Manning Liu, Lizzy Britton, Katarina Cheng, Katie Kosteva, Hannah Goodwin, Elise Gosselin, Melanie Jordan, Pooja Gupta, Connor Tiches, Delia Sanders, Sabrina Mortensen!

Phone book Cover Design

Katarina Cheng's calendar drawing was selected to appear on the cover of the Westford Phone Book.

Art All-State

Two juniors have been selected to represent WA after a rigorous interview/application process. Congratulations to Connor Peacock and Alexis MacDonald.

WESTFORD ACADEMY—CONTINUED

Over 30, Softball League, contest winner

Congratulations to Emily Raczelowski, whose winning design was chosen to be the logo for the Westford Over-30 Softball League.

Accomplished Photographer

Lena Mirasola, a sophomore at Westford Academy has been featured in a recent Lowell Sun article, The Magnificent 12. This article featured women of all ages who have set high standards of aspiration and achievement. Lena, age 16, is the youngest member of this group to be highlighted. The article honors her achievement in the running of her two businesses, a photography company and an on-line apparel store.

Performing Arts: Music

All-State Music Festival

Seniors Kevin Qian (String Bass) and Josh Lin (Tenor). Both were accepted to the Massachusetts All State Music Festival and performed at Symphony Hall on March 26.

Eastern District Music Festival

Congratulations to Kevin Qian for his accepted to the 2011 Eastern District Music Festival.

Concert Performance

People at the Millennium School and Cameron Senior Center were treated to an afternoon of music by selected students from the middle and high school orchestras: Lucia Alfano, William Beatty, John Bergin, Rohit Bhatia, Jessica Bishop, Karya Bowen, Amanda Burch, Caleb Cedrone, William Clark, Anna Forsyth, Anne Hockey, Kyle Hughes, Daniel Jong, Hana Kahn, Nayanika Kotagirl, Jerad Lawson, Joshua Lin, Allan Loiselle, John Manning jr, Catherine Martin, Danielle Pocock, Brianna Ryder, Devon Timlin, Rebecca Wilkinson, Felix Zambrano, Elizabeth Britton, and Duncan Kearns.

Performing Arts: Theater

Westford Academy Theater Arts production of *J.Caes The Tragedy of Julius Caesar* was named *Winner* at the State Finals of the METG State Festival.

John Manning for *Excellence in Acting* for his role as Brutus,

Randi Medley for *Excellence in Technical Design: Lighting*

Caleb Cedrone for *Excellence in Acting* for his role as Casca

Kate Sulka, Bobby Esposito, Brad Fiore and Nick Calow for *Excellence in Technical Design: Set*

Mike Towers made his professional debut as a playwright with his full-length serio-comedy, *Five Down One Across*, at The Boston Playwright's Theater.

WESTFORD ACADEMY—CONTINUED

The Phantom of the Opera

Westford Academy Theater Arts presented the New England amateur premier of Andrew Lloyd Webber's, *The Phantom of the Opera* directed by Larry Sousa.

Boston University Conservatory Acceptance

Three seniors from the Westford Academy Theater Arts Program have been accepted to the prestigious and highly competitive Boston University Conservatory. This program only accepts a class of twenty students across the nation.

Congratulations to Caleb Cedrone, Theresa Langford and John Manning!

Flat Stanley

Mike Towers and students from his Children's Theater brought a production of the classic children's book, Flat Stanley, to all children in grades K-5 across the district. The production is a culminating assessment for students enrolled in Musical Theater. Not only will students be challenged by delivering a play to a young and enthusiastic audience, but also will be required to adapt their performance to a variety of venues.

Picasso at the Lapin Agile

Westford Academy Theater Arts presented *Picasso at the Lapin Agile* written by Steve Martin and directed by Dr. Luke Jorgensen.

Westford Academy Trustees

The Westford Academy Trustees continue to support scholarships, programming and technology with their annual financial award of approximately \$80,000. Their generous support was distributed through scholarships to graduating seniors, most worthy representatives and excellence awards, and National Honor Society senior books. This year the Trustees donated \$100,000 towards the installation of a new synthetic turf field. The new field within Alumni Stadium will be complete in August of 2011 and the field will be named Westford Academy Trustees Field at Alumni Stadium. In addition to the larger donation, the Trustees also donated funds towards creating a new WABC broadcast station with the Westford Academy library. We thank the Westford Academy Trustees for their support and commitment to our students and the community of Westford.

Mr. H. James Kazeniac
Mr. Paul MacMillan
Mr. A. Dana Fletcher
Mrs. Bette Ross Hook
Mr. Geoff Hall
Mr. Joseph F. Lisi Ed.D.
Ms. Ellen Downey Rainville

Mr. Lloyd Blanchard
Mr. William Kavanagh
Mrs. Helena A. Crocker
Mrs. Eva Nesmith Brown
Mr. Robert Herrmann
Mr. Ryan Dunn
Mr. William Cody

Honorary Member: Ms. Patricia Bradley

Emeritus Members:

Mr. Maurice Huckins Jr.
Mrs. Eileen O. Anderson

Mr. E. Kennard Fletcher
Mrs. Barbara H. Parkhurst

WESTFORD ACADEMY—CONTINUED

CONCLUSION

Westford Academy is a wonderful academic institution with caring administrators, faculty, and staff. The school community focuses on rigorous academic expectations while fostering an environment that is clean, safe, and focused on a positive school climate

WESTFORD ACADEMY CLASS OF 2011

Jenny Lynn Adelstein
Elizabeth Mary Agneta
Delaney Campbell Ahearn
Stephanie Carolyn Allwein
Christopher James Alto
Nicholas Ryan Annese
Marissa Lynne Asa
Ryan Joseph Auger
Alandra Michelle Bain
Joseph Robert Barisano
Ralph Edward Barisano III
Joseph Crandall Barnas
Rebecca Lynne Barthelmess
Jaime Lee Syrek Basiliere
Christina Nicole Basinas
Nicholas Wayne Beaudette
Anthony Lawrence Benassi
Alex Martin Bernard
Kathryn Brolley Berner
Nathan Alexander Berner-Potts
Jesse William Bernstein
Marina Meredith Bernstein
Tanya Bhasker
Melissa Rose Blanchette
Christa Emma Bodemann
Kylee Evelyn Bomal
Eric Bonnen
Mary Rochelle Boutet
Karya Suzan Bowen
Leah Louise Bowness

Marcy Ann Brandjes
Alexandra Lin Christina Brearley
Mark Peter Bristol
Stephen Daniel Britko
Elizabeth Ann Britton
Trevor Christian Buckingham
Amanda Hayes Burch
Gabrielle Elena Burgess
Stephen Joseph Burgoyne
Rory Sandstrom Burk
Daniel Bernard Burkhardt
Katherine Marie Bush
Hannah Dvorah Caldwell
Brian Julian Capowski
Adonis Roy Carrasco
Hannah Nickerson Carter
Caleb Cedrone
Elissa Christina Chao
Isabella Yiroa Chen
Joseph Edward Chenell
Katarina Elizabeth Cheng
Vivian Cheng
Matthew Robert Chirokas
Tiffany Michelle Chow
Steven James Chrysikos
Adam Joseph Ciampi
Jonathan Felix Cimini
Danielle Elizabeth Ciulla
Ryan Charles Cobb
Alexander Matthew Coe

WESTFORD ACADEMY CLASS OF 2011 – CONTINUED

Sarah Elizabeth Conlon
Grace Ann Conway
Thomas Gabriel Coppinger
Mark Henry Cornelius
Danielle Cynthia Craig
Jesse-Paul Joseph Crane
Ryan James Crawford
Ryan Sheehan Creegan
Rachel Elizabeth Cressman
Meghan Anne Crowley
Sean Patrick Cullen
Cara Susan Curran
Alissa Anne D'Angelo
Mark Nicholas Daley
Kevin John Daly
Taylor Carlene Dean
Heather Sarah Denison
Andrew Forbes Deren
Cameron Jacob Derr
Nikita Gautam Desai
Evan Douglas Deschenes
Rachel Susan DiAngelo
Kayla Rose Dias
Amber Rose DiLuzio
Bria Collins Doherty
Adam Mark Donovan
Liam James Doran
Andrew Joseph Driscoll
Patrick John Dugan
Tara Marie Earl
Danielle Marie English

Danielle Shepherd Enis
Caitlyn Nicole Ennis
Robert Michael Esposito
Hannah Elizabeth Estabrook
Andrew Thomas Fay
Alexander James Feather
Lauren Elizabeth Fellers
Daniel Michael Fenerty
Julia Marie Feuersanger
Mark Stewart Fingerhut
Brad Edward Fiore
Mary Madeline Fitzsimmons
Colby Alleyn Fleckner
Kellie Elizabeth Flynn
Kevin Joseph Fossey
Arina Sarah Frink
Nicole Dana Fritz
Victoria Leigh Fruzzetti
David Norman Fryer
Timon Fuchser
Allison Katherine Fulton
Jillian Alixandra Furcillo
Samantha Grace Gagne
Emmelia Margaret Galgano
Joshua Thomas Gallo
Devin James Garvey
Brett Michael Gavin
Kevin Chongchao Ge
Darcy Lynn Gervais
Ramya Ghantasala
Sarah Elizabeth Goode

WESTFORD ACADEMY CLASS OF 2011 – CONTINUED

Hannah Elizabeth Goodwin
William Thomas Goodwin
Michael Gerard Gower
Nora Caroline Gozzo
Cassandre Marie Graham
Katherine Lindsey Greer
Stephen Benjamin Gregory
Thomas Ryan Grip
Timothy John Hall
Tyler Steven Harrison
Luke Joseph Heaney
Erin Elizabeth Heitkamp
Mark Bryant Hennessy
Scott David Herald
Anne Elizabeth Hickey
Austin Conrad Hill
Christopher Michael Holmes
Patrick Norman Horrigan
Amanda Kelley Howard
Christopher Huang
Katherine Marie Huber
Patrick Thomas Hunt
Ryan James Hurley
Lindsey Catherine Huskey
Aldwin Elton Huynh
Ryan Joseph Imbriaco
Zachary Raymond Ingalls
Christopher Henry Jackson
Kathryn Anne Janeczek
Alexa Antonia Jelley

Connor Matthew Jensen
Cameron Walsh Johnson
Jacob Byung Jones
Daniel Steven Jong
Solomon Mahdi Joubert
Bettina Juszak
Hana Beth Kahn
James Joseph Kaupelis
Kenta Christopher Kawasaki
David-John Gary Ahl Keller
Halie Alyssa Kevghas
Calida Chea Khut
Molly Kate Kilday
Joseph Hyunmo Kim
Andrew Carlton Kirkwood
Molly Jean Klinka
Aastha Vijay Kodia
Nicole Jeanne Koehler
Carl David Kopf
Deepank Reddy Korandla
Kathryn Lynn Kosteva
John William Krieg
Manu Kumar
Daniel Hay-Keun Kwon
Alexander Vincent LaCon
Emily Tewika Lane
Teresa Maria Langford
Avery Peterson Langille
Stefanie Eleanor Larose
Jennifer Allison Larrick

WESTFORD ACADEMY CLASS OF 2011 – CONTINUED

Kathryn Rina Larson
Lauren Marie Lavallee
Derek Quinn Lavigne
Jaclyn Michelle Lawlor
Daniel Thomas Lawson
Jerad Andrew Lawson
Johnathan William Lawson
Andrew Dinh Le
Lauren Marie Learner
Madison Carroll Leary
Alexandra Stanford LeBlanc
Danielle Elizabeth Lehan
Brittany Lisa Leonard
Erin Jean Leonard
Alexander Albert Lepore
Torrie Alexandra Lewine
Chinsan Lim
Joshua Ken Shin Lin
Sophia Rehan Lin
Manning Liu
Ashley Marie Livorsi
Robert William Loftus
Allan Hamilton Loiselle
Mikayla Jaqueline MacDonald
Trevor Alexander MacDonald
Lauren Alexander Mackay
David Callahan Mackey
Scott Edward MacLeod
Krystal Rene' MacNeil
Kyle Joseph Maher
Matthew Ryan Makuch

Haley Rose Mancuso
John Joseph Manning Jr.
Nicholas David Mariano
Christopher Grady Mariano Jr.
Cameron Michael Martin
Mark Andrew Mastandrea
Michael John Mathis
Carter Cathleen McAlister
Alexis Arlene McAuliffe
Victoria Eve McCarthy
Brian James McCormick
Julia Elisabeth McCoy
Jonathan Ashley McGaha
Michael Patrick McGee
Michael Clark McHugh
Mark Andrew McKenzie
Andrew Christian McKinney
Ryan Logan McLachlan
Kevin Patrick McManimon
Randi Joyce Medley
Connor Lee Mendes
Krista Nicole Mercier
Eric Ryan Meredith
Megan Lee Messina
Michael Robert Messina
Nicole Lee Messina
Stephen Joseph Messina
Amelia Johnson Mettler
Shannon Lynn Mills
Lauren Angela Miranda
Michael David Mizzoni

WESTFORD ACADEMY CLASS OF 2011 – CONTINUED

Emily Anne Moler
Sarah Anne Mooiweer
Nicole Josephine Morano
Carly Elizabeth Morrison
Allison Rae Morton
Taher Luvai Motiwalla
Emily Anastasia Mount
Shannon Elizabeth Mulkern
Danielle Rose Mulligan
Paul Joseph Munroe
Kevin Rival Murphy
Sutton Elizabeth Murray
Michael Robert Myers
Tyler Michael Neptune
Timothy John Norton Jr.
Michelle Colleen O'Donnell
Connor Thompson O'Malley
Ashley Jean O'Neil
Alexa Rose O'Neill
Brian Wayne Oden
John Michael Oliver
Dustin Michael Parks
James Eric Payne Jr.
Cameron McKenzie Peacock
Catherine Ann Pears
Christine Nicole Peloquin
Paul Michael Perrone
Nicholas Pirog III
Thomas Frank Pontes
Courtney Krystal Poon
Alek James Pouliopoulos

Michelle Teresa Powers
Anusha Yalamanchili Prasad
Molly Keenan Proudman
Christian Bernard Prusaczyk
Kevin Chen Qian
Jake Filipe Quinn
Shannon Elizabeth Quinn
William Andrew Raabe
Anna Elizabeth Raboin
Emily Janna Raczelowski
Elizabeth Margaret Randall
Napon Ravirujiphant
Jennine Carol Regan
Meghan Elizabeth Reid
Danielle Marie Reister
Rachel Ann Richmond
Benjamin Saia Roberts
Andrew David Robinson
Matthew James Rogers
Trevor Nigel Roper
Alison Vivian Rosenberg
Brian Alexander Rosinski
Ross David Roy
Peter Anthony Russo
John Gilbert Ryan
John Joseph Ryan IV
Brianna Mariano Ryder
Abigail Marie Sabatino
Shrinjoy Swarup Sahoo
Tyler Charles Santos
Kelsie Rose Saro

WESTFORD ACADEMY CLASS OF 2011 – CONTINUED

Srivats Satish	Amanda Marie Szidat
Solomon Say	Phoebe Lorraine Taffel
Erinn Patricia Scammon	Patrick Thomas Tansey
Marie Audrey Scheyder	Melissa Anne Templeton
Rachel Hannah Secrist	Maxwell Charles Tewksbury
Patrick Thomas Semeter	Gina Marie Theodore
Anushi Rajiv Shah	Jamie Thomas
Sneha Priya Shastry	Rebecca Marie Thompson
Xunuo Shen	Alexander Kelii Grady Tom
Caitlin Carol Sheridan	Darlene My-Tuyen Tran
Julianne Victoria Donabedian Shimer	Kelsey Brianna Trulson
Shayna Ellen Siltan	Stephanie Tseng
Cody Robert Slack	Kelsey Christine Tutein
Jessica Ann Smith	Matthew Nichols Tynan
Jocelyn Ann Smith	Kendra Jayne Uccello
Rachael Elizabeth Smith	Jessica Marie Underhill
Philip Alexander Spadano	Lauren Rebecca Uram
Erika Elizabeth Spanos	Lisa Megan Vallone
Kate Elaine Spinosa	Sarah Varghese
Zachary David Steiner	Allison Marie Varney
Ashley Sandra Ida Steinhaus	Rohan Venkatesh
Michael John Stent	Anant Verma
Kendall Rose Stevens	Adrienne Nicole Viarengo
Katherine Bonnie Sulka	Hannah Claire Vining
Kenneth Blaise Sullivan	Ariana Dominique Viscione
Kristin Elizabeth Sullivan	Jessica Mary Walsh
Ryan Timothy Sullivan	Maclane Andrew Walsh
Stephanie Diane Sullivan	Chelsey Fitch Walter
Robert Davis Swan III	Hannah Sihan Wang
Emily Margaret Swanson	Jesse Wang
Elias Aaron Szabo-Wexler	Jiexin Wang

WESTFORD ACADEMY CLASS OF 2011 – CONTINUED

Thomas Mack Wauford
Rachel Elizabeth Weinstock
Jason Bradford Welch
Michelle Allisha Welch
Chloe Irene Wendell
Jeffrey Charles Wheeler
Bryan Lawrence Widmann
Mark Evan Wilkening
Gabriel Simon Williams
Jennifer Lee Williams
Jessica Marie Williams
Alanna Leigh Withee
Allan David Woitowicz
Alex Wu
Lianne Ming-chun Wu
Zhou Xiao
Jade Yu Yang
Fei Yu
Felix Enrique Zambrano
Eric Yee-se Zhang
Hedan Mindy Zhang
Yuchen Zheng
David Zhou
Mateusz Michal Zwieniecki

OFFICE OF THE TAX COLLECTOR/TREASURER

What's New?

The Finance Department has undergone a number of changes in order to comply with the cost saving requirements of the Early Retirement Incentive program adopted in Westford in FY11. The Finance Director-Treasurer position has been eliminated. The Treasurer and Town Collector's positions have been combined into one Collector-Treasurer's position, the Finance & Budget Assistant position has been changed to Budget Director. Daniel O'Donnell is the Budget Director. Christine Collins began working as the Town Collector-Treasurer on May 31, 2011.

Christine Collins
Tax Collector/Treasurer

Pat Studer
Assistant Tax Collector

Ann McEnnis
Assistant Treasurer

Peggy Vennard
Administrative Assistant

How's Business?

Tax Collections remain strong. No significant change from prior years. Four properties were processed through land court for nonpayment of taxes and foreclosed by the town.

During FY11 the Water Department permanently borrowed \$2.4 million dollars to fund the Nutting and Stepinski Wells. The loan was issued through Massachusetts Water Pollution Abatement Trust at 2%. The town was eligible to receive 20% principal forgiveness out of AARA funds, reducing the debt service by \$485,614.

Debt payments are made out of Community Preservation funds, Water Enterprise funds, General Fund appropriation and Debt Exclusion. Debt Exclusion is a means to fund projects by raising taxes outside the limitations of proposition 2½. In FY2011 debt exclusions accounted for over \$4 million dollars raised.

Who's There and How Can You Reach Us?

Tax Office: Pat Studer and Peggy Vennard are available at the window in Town Hall. Both have years of experience and are town residents. Tax bills can be looked up on the town's website, www.westfordma.gov. Look for the "Pay and Look Up Bills" option on the left. Just follow the instructions to view your tax bill. If you still need help from the Collector's Office, please feel free to contact us at 978-692-5506.

Treasurer's Office: Ann McEnnis works behind the scenes tending to cash receipts, payroll and bank reconciliation. Town Collector-Treasurer Christine Collins can be reached at 978-399-2526 or by email ccollins@westfordma.gov. Please see the following three pages for collection information, debt service payment detail and loan balance summary information.

OFFICE OF THE TAX COLLECTOR/TREASURER-CONTINUED

Office of the Town Collector										Christine H. Collins Town Collector-Treasurer	
YEAR	7/1/2010 Balance	Commitments	Abatements	Refunds	Collections	Deferred & Tax Title	ADJ	6/30/2011 Balance			
REAL ESTATE											
2011		56,062,026.62	(274,121.48)	182,116.65	(55,276,853.73)	(123,889.90)	(11,936.41)	557,341.75			
2010	536,992.94	-	(743.20)	6,646.49	(425,356.47)	(117,465.84)	(73.94)	-0.02			
2009								0.00			
TOTAL											
								557,341.73			
EXCISE											
2011	-	2,556,747.13	(37,461.94)	30,213.95	(2,368,511.78)		30.04	181,017.40			
2010	75,320.53	309,611.77	(25,359.14)	21,363.66	(359,697.65)		0.29	21,239.46			
2009	19,657.09	1,780.85	(2,267.90)	2,422.90	(13,641.01)		-	7,951.93			
PRIOR	33,871.68	-	(29,596.48)	654.89	(4,930.11)		0.02	0.00			
TOTAL	\$ 128,849.30	\$ 2,868,139.75	\$ (94,685.46)	\$ 54,655.40	\$ (2,746,780.55)		\$ 30.35	210,208.79			
PERSONAL PROPERTY											
2011		1,344,684.31	(133.30)	2,101.26	(1,334,232.36)		(1,427.19)	10,992.72			
2010	5,161.62		(1,509.12)	-	(3,500.79)		(15.11)	136.60			
PRIOR	76.40	-	(26.35)	-	-		5.73	55.78			
TOTAL	\$ 5,238.02	\$ 1,344,684.31	\$ (1,668.77)	\$ 2,101.26	\$ (1,337,733.15)		\$ (1,436.57)	11,185.10			
COMMUNITY PRESERVATION ACT											
2011		1,329,360.12	(22,132.66)	4,280.90	(1,293,183.41)	(2,897.23)	(917.64)	14,510.08			
2010	13,615.16	-	(22.30)	22.30	(11,586.72)	1,997.76	30.68	4,056.88			
PRIOR	-	-	-	-	-	-	-	-			
TOTAL	\$ 13,615.16	\$ 1,329,360.12	\$ (22,154.96)	\$ 4,303.20	\$ (1,304,770.13)	\$ (899.47)	\$ (886.96)	18,566.96			

OFFICE OF THE TAX COLLECTOR/TREASURER-CONTINUED

<i>NAME</i>	<i>Date of Maturity</i>	<i>Exempt?</i>	<i>FY2011 Principal Payment</i>	<i>FY2011 Interest Payment</i>	<i>Admin Fees</i>	<i>FY2011 Total Payments</i>
<i>Community Preservation Fund</i>						
E Boston Camps	04/01/19	N	580,000	209,769	-	789,769
Town Hall	04/15/30	N	55,500	34,766	-	90,266
<i>Total Community Preservation</i>			635,500	244,535	-	880,035
<i>General Fund</i>						
Abbot Repairs	04/15/14	N	100,000	15,875	-	115,875
Abbot Septic	06/01/13	N	100,000	11,125	-	111,125
Abbot Septic 2	04/15/14	N	40,000	6,350	-	46,350
Academy Ref 1	04/01/20	Y	230,000	341,450	-	571,450
Academy Ref2	04/01/14	Y	1,467,000	139,703	-	1,606,703
Bordeleau land	06/01/13	Y	30,000	3,338	-	33,338
Water Cont 1	07/15/30	N	-	8,145	588	8,733
Day/Abbot	12/15/13	Y	55,000	8,415	-	63,415
Drew Land	12/15/13	N	10,000	1,530	-	11,530
Elementary	12/01/22	Y	915,000	675,413	-	1,590,413
Fire Station	12/15/13	Y	105,000	16,065	-	121,065
Fire Station	06/01/13	Y	20,000	2,225	-	22,225
Highway A&E	12/01/18	Y	50,000	15,563	-	65,563
Hiway Garage	06/15/16	Y	80,000	19,200	-	99,200
Hiway Garage	04/15/24	Y	525,000	296,131	-	821,131
Middle School	10/15/10	Y	695,000	13,900	-	708,900
Middle School	12/01/22	Y	875,000	643,664	-	1,518,664
Mod Classrms	04/01/15	N	208,000	25,125	-	233,125
Rte. 40 Water	07/15/30	N	-	2,848	206	3,054
Senior Center	10/15/29	Y	200,000	130,600	-	330,600
Senior Ctr DE	09/15/12	Y	95,000	7,719	-	102,719
Sewer Center	06/15/19	N	110,000	36,400	-	146,400
Title Five	08/01/19	N	4,087	-	-	4,087
Town Hall	04/15/30	N	74,500	46,634	-	121,134
<i>Total General Fund</i>			5,988,587	2,467,417	794	8,456,797
<i>Debt Exempt from Prop 2 1/2</i>			5,342,000	2,313,384	-	7,655,384

OFFICE OF THE TAX COLLECTOR/TREASURER-CONTINUED

<i>NAME</i>	<i>Date of Maturity</i>	<i>Exempt?</i>	<i>FY2011 Prin- cipal Payment</i>	<i>FY2011 Inter- est Payment</i>	<i>Admin Fees</i>	<i>FY2011 Total Payments</i>
<i>Water Enterprise Fund</i>						
Byrne Ave	09/15/23	N	30,000	13,923	-	43,923
Contract 1 Wells	07/15/30	N	-	778	56	834
Contract 2 Wells	07/15/30	N	-	11,028	796	11,824
Country R Well	04/01/18	N	30,000	13,773	-	43,773
Filtratn Plant 1	01/25/05	N	82,588	21,310	2,159	106,056
Filtratn Plant 2	07/25/22	N	406,768	118,206	12,061	537,035
Stepinski Land	09/15/23	N	35,000	16,546	-	51,546
<i>Total Water</i>			<i>584,356</i>	<i>195,562</i>	<i>15,072</i>	<i>794,990</i>

OFFICE OF THE TAX COLLECTOR/TREASURER-CONTINUED

Massachusetts Department of Revenue, Division of Local Services

Bureau of Accounts ~ Statement of Indebtedness

City/Town/District of : Westford

FY2011

Long Term Debt Inside the Debt Limit:

	Outstanding	+ New	- Payments	Outstanding	Interest
	July 1, 2010	Debt Issued		June 30, 2011	Paid FY2011
Buildings	14,175,000	0	1,060,000	13,115,000	545,621
Departmental Equipment	0	0	0	0	0
School Buildings	31,350,000	0	1,945,000	29,405,000	1,343,366
School - All Other	1,378,000	0	338,000	1,040,000	39,588
Sewer	1,070,000	0	150,000	920,000	42,750
Solid Waste	0	0	0	0	0
Other Inside	7,136,000	0	770,000	6,366,000	251,126
SUB - TOTAL Inside	55,109,000	0	4,263,000	50,846,000	2,222,451

Long Term Debt Outside the Debt Limit:

	Outstanding	+ New	- Retire-	Outstanding	Interest
	July 1, 2010	Debt Issued	ments	June 30, 2011	Paid FY2011
School Buildings	14,437,000	-	2,392,000	12,045,000	495,053
Water	10,606,229	2,194,598	694,508	12,106,319	190,010
Other Outside	40,505	-	4,087	36,418	-
SUB - TOTAL Outside	25,083,734	2,194,598	3,090,595	24,187,737	685,063
TOTAL Long Term Debt	80,192,734	2,194,598	7,353,595	75,033,737	2,907,514

*Inside the Debt Limit and Outside the Debt Limit refers to borrowing capacity, not proposition 2 1/2 exclusions.

*Water debt figures displayed in this report represent amounts due before Massachusetts Water Pollution Abatement Trust subsidies and therefor do not agree with the actual amounts paid.

TAX POSSESSION SALE COMMITTEE (TPSC)

John Mangiaratti, Assistant Town Manager, is our assigned town staff to whom the Committee is very grateful for all of his guidance and assistance.

General meeting schedule is the third Thursday of each month at 5:00 p.m. at the Town Hall.

Website

www.westfordma.gov/pages/Government/TownDepartments/boardsandcommittees/WestfordMA_TPSC/index

Ernest H. Hyde <i>Chairman</i>
Darrin Wizst <i>Vice Chairman</i>
Bill Harman <i>Recording Secretary</i>

Resigning Member

During the second quarter of FY 2011 after our October meeting, Kate Paquin, the Committee's chairperson resigned from the Committee resulting from her relocation to another state. The Committee did not meet again until the beginning of 2011.

New Member Appointment

During the 3rd quarter of FY 2011, Bill Harman was appointed by Selectmen to fill the vacancy left by Kate Paquin's resignation. Upon request from the Selectmen, the two remaining members of the Committee enthusiastically recommended Bill Harman as the replacement member from a list of three very qualified individuals who had volunteered for the position.

First Meeting with New Committee

In March, 2011, the newly formed Committee met for the first time after the appointment of Mr. Harman and elected officers and began conducting business. Since the very successful auction of properties held by the Committee in May, 2010, several loose ends, including bidder defaults on bids and an appeal by one bidder to the Massachusetts Appeals Court, were addressed and carefully monitored by the Committee.

Significant Events Resulting from Parcel Auction

The defaulting bidders requested the return of their earnest money deposit, which was denied by the Committee. Regarding the appeal, the Appeals Court ruled in favor of the Town of Westford in the case of Town of Westford vs. Tammi Jo Hill, and another by affirming a Land Court decision denying the reversal of a judgment from the Land Court that the original tax taking by the town was proper.

Disposition of Parcels

The Committee has focused much of its time and efforts in determining the best uses for several larger parcels that were either intentionally not included in the auction or did not sell at auction. Much of this effort involved the potential use of certain parcels by the Affordable Housing Committee. The parcels in review included a 3.0 acre parcel on Hildreth Street, an 11.3 acre parcel on Sawmill Rd., and a 1.4 acre parcel on Flagg Road. As of this writing, it has been determined that the parcel on Hildreth Street is problematic from a building point of view as a result of wetlands on the parcel. Sawmill is currently being tested by Affordable Housing to determine its feasibility for construction of affordable housing.

The Committee continues to consider the best interests of the residents of the Town when considering action on any parcel, such as revenue to the town, use for affordable housing, use as conservation land, or the addition of recreation land.

T.R.E.A.D PROGRAM TAX RELIEF FOR THE ELDERLY AND DISABLED

On May 13, 1997 the Town of Westford voted to accept the provisions of Chapter 60, Section 3D that establishes an elderly and disabled taxation fund.

The purpose of this fund is to assist in defraying the real estate taxes of the elderly over 65 and disabled persons of low income. In Westford the program is administered through the Council on Aging.

Suzanne Marchand
Finance Director
Diane Holmes
Board of Assessors
Dorothy Hall
Program Coordinator
Nancy Cook
Timothy Donovan

TREAD awards vary year to year as the funds are dependent upon the generosity of private individuals and businesses. No town funds from the fiscal budget are used. Voluntary tax-deductible donations by the taxpayers or other individuals are the sole support of this program. For fiscal year 2011, we received 28 applications and 20 individuals were assisted with varying amounts based on the individual's need. Those with the greatest need get first consideration.

Qualifications requirements of the recipients:

- Must own and occupy the property for which taxes are assessed
- Must be 65+ years old or have a state recognized disability
- Must file completed application disclosing exemptions and household income and expenses for all members age 18+

Applications are reviewed by a committee appointed by the Town Manager and state law determines the make-up of that committee consist of the Finance Director, Suzanne Marchand and a representative from the Board of Assessors, plus three members at large. Donated funds are in the custody of the town and held in an interest-bearing account specifically designated for TREAD.

We wish Suzanne Marchand, Finance Director, best wishes on her retirement and welcome Dan O'Donnell, Budget Director, as her replacement. After many years of service Dorothy Hall has retired from the position as Program Coordinator but will stay on to offer her valuable insight to the TREAD Committee

TECHNOLOGY DEPARTMENT

FY 2011 was a year of transition for the Westford Technology Department. The Technology Department played a major role concluding several large town-wide projects while balancing its own. The Technology Department welcomed Scott Kinney as the new Systems Administrator. Scott replaced Eric Coraccio who left at the end of 2009. The GIS Department also moved under the Technology Department at the end of 2010 and Chris Coutu started as the new GIS Coordinator in January 2011.

FY 2011 highlights include:

FBGov Permitting Project

In the fall of 2009, Westford awarded the RFP for a public-private collaboration to Hawkeye Government Solutions and signed a 3-year contract in order to market, sell and support the online permitting system developed by the Westford Technology Department. In 2010, ten other cities and towns in three states purchased Westford's product. These include:

- Carlisle, MA
- Chelmsford, MA
- Hopkington, MA
- Ipswich, MA
- Littleton, MA
- Shrewsbury, MA
- Wareham, MA
- Westford, MA
- Cape Elizabeth, ME
- Kittery, ME
- North Kingstown, RI

Westford held the first FBGov user group meeting at the newly renovated Cameron Senior Center on December 9, 2010. All in attendance look forward to expanding online permitting in their communities in the coming year. Westford is currently bringing in around \$50,000 a year in revenue from this project plus the savings and benefits of having its own great online permitting application. Special recognition goes to Tom Laflamme, Database Administrator, for his continued work developing this application. Visit www.fbgov.us for more information.

With close to 15 clients at the end of FY2011, the Town of Westford began exploring the next step of selling its permitting software to a 100% private model in order to continue to allow the software to grow and be supported.

Christopher McClure <i>Director</i>
Kate Maguire <i>Operations Administrator</i>
Kevin Murphy <i>Network (Shared with School)</i>
Tom Laflamme <i>Database Administrator</i>
Scott Kinney <i>Systems Administrator</i>
Chris Coutu <i>GIS Coordinator</i>

TECHNOLOGY DEPARTMENT—CONTINUED

Cameron Senior Center

The Technology Department provided temporary network connections for the senior center and helped set up computers, phones and fax machines while they were relocated during the Cameron renovations in 2010. The Technology Department worked with the architect and contractor to ensure the renovated building had adequate technology infrastructure. The renovated building was reconnected to town fiber and all computers, phones and faxes operational within 24 hours of moving back into the finished building. The building now also has a computer lab, public FIOS Internet connection with wifi access, free basic cable TV in several room and security cameras.

Town Hall

The major project this year was completing the renovated Town Hall. The Technology Department worked closely with the architect and contractor to ensure the building had adequate technology infrastructure. The move took place the week of December 20, 2010 and was a success. Computers, phones, printers, copiers and fax machines were connected and working as soon as they were unpacked. The building also now has a new security system and cameras that are tied into the police system.

The main feature of the renovated Town Hall is the new meeting room. The Technology Department worked closely with Westford Community Access Television to design a state of the art meeting room. The new meeting room features a mounted projector, screen and a secondary monitor for presentations. There is a PA system with ceiling speakers and a master volume control and a monitor and speaker in the hallway for overflow. Floor boxes accommodate the new gooseneck microphones, power, data and video connections. Westford CAT has a dedicated control room with robotic cameras and feeds that capture the meeting room from all angles. Video can be broadcast live directly from the Town Hall.

The room also features a public wifi FIOS Internet connection that meeting attendees can use and will connect the new iPads in the meeting room to allow board members to access their electronic packets. The Board of Selectmen were the first to move to electronic packets in April 2011.

At the end of FY2011, the Board of Selectmen have been using electronic packets successfully for six months and the Finance Committee, School Committee and Board of Health are exploring using them going forward.

Verizon Cell Phone Migration

In the summer of 2010, the Westford Technology Department moved from Sprint/Nextel to Verizon for cell phone service. To prepare for the move, a thorough physical audit of all cell phones was performed along with a detailed plan review. The move provides better overall cell coverage throughout the town, savings on the plans, more features and better management. The town also received a discount on existing public safety modems and was able to add more police and fire vehicles to the mobile network for remote access and live GPS mapping.

TECHNOLOGY DEPARTMENT—CONTINUED

More department heads and key personnel were issued Smart Phones as a result of the move as well expanding mobile access to email, calendars and other critical information. All town cell phones also now have a full directory of town cell numbers making communication especially during emergencies much easier.

At the end of FY2011, the town is exploring migrating phone and data devices to Verizon's new 4g network.

New Konica Copier Lease

The town's five-year copier lease with Canon expired in the summer of 2010, and a new three-year state contract lease with Konica was signed. For the same monthly cost per machine as the old five-year lease, the new machines all offer advanced print and copy functions as well as scan to email, fax to email and print to fax. They also offer better automated service and management features and fit into the town's overall plan to reduce the amount of paper used.

Infrastructure Projects

The Technology Department continued to develop its network and server infrastructure in 2010. Nearly all of the servers have been virtualized on VMWare resulting in reduced hardware and energy costs and improved flexibility, management and disaster recovery. The Technology Department also made the first steps toward virtual workstations in the schools and continues to work with the Energy Committee to identify green projects.

In the fall of 2010, the town experienced major issues with the existing storage network, forcing the Technology Department to accelerate its upgrade plans. To keep up with growing space, bandwidth, performance, security and redundancy needs, the Technology Department migrated to Dell's Equallogic storage solution and plans to expand its use in 2011.

The Technology Department continues to manage the school computer capital replacement plan and made changes this year to incorporate increasing virtualization in order to reduce costs and make the plan more sustainable. The Technology Department presented a less than level funded budget to the Finance Committee for FY12 and continues to find ways to do more with less.

In December 2010, the Technology Department replaced the roof on the Technology Center at 1 East Prescott Street and continues to work with the Capital and Facilities committees to review town buildings for future technology capital needs.

Web Projects

The Technology Department continued to maintain an excellent town web site in 2010, winning the Common Cause E-Government Award with distinction for the third year in a row. In addition to constantly updated content, department pages, minutes, agendas, documents, notices, calendar items and great tools like GIS, permits and the boards and committees database, the town website also offered more web 2.0 features in 2010 like RSS and Twitter feeds. The main town site alone had almost 14.5 million hits and over 600,000 unique sessions in FY2011.

TECHNOLOGY DEPARTMENT—CONTINUED

Visitors downloaded almost one terabyte of data in 2010. Visit www.westfordma.gov for more.

Public Safety

The Technology Department worked with the Police Department in 2010 to install an electronic fingerprint scanning and printing system that talks directly to the state database in real time and captures, stores and prints high quality finger and palm prints without using messy ink. This system allows identifications and searches that would have taken days or weeks to come back in minutes. Several modules were added to the public safety system in 2011 including incident based paging. Crimereports, a web based statistics and reporting interface was also added.

Strategic Planning Event

A strategic planning event was held in the summer of 2011 and Chris Coutu, the new GIS coordinator, was instrumental in preparing maps for the event. The integrated GIS department has been a huge success.

TOWN CLERK

Activities

As FY2011 began, the Town Clerk's Office was gearing up for two fall elections and the imminent move back to Town Hall. Staff took full advantage of quieter summer months to catch up on some of the records management tasks and organization necessary to prepare for an office move in a fairly tight timeframe following election wrap up, not to mention Election Day preparation that kicks into high gear at least a month before Election Day.

Kaari Mai Tari
Town Clerk

Patty Dubey
Assistant Town Clerk

Rita Shipley
Senior Assistant

Marilyn Frank
Dept. Assistant

As the fiscal year drew to a close, Rita Shipley, a long respected member of our staff, decided it was time to retire. Always eloquent and thoughtful, whether responding to a new resident inquiry or imparting local Native American history and wisdom she will be sorely missed. We fully expect to hear the rumble of her teal trike as she passes by on her way to teach a class on Native American culture or find the right yarn for her next knitting project.



Rita Shipley in full regalia (designs all hand-beaded) with her teal trike. (Photo: B. Shipley)

Registrars

There were three elections and two town meetings during the fiscal year that are reported elsewhere in the Town Report. Special voter registration sessions are held 20 days before an election and ten days before a Special Town Meeting, usually at the Town Clerk's office. On those days the Town Clerk's office is open until 8:00 PM. The voting precincts in Westford remain as follows:

Precinct 1	Abbot School, 25 Depot Street
Precinct 2	Blanchard Middle School, 14 West Street
Precinct 3	Abbot School, 25 Depot Street
Precinct 4	Robinson School, 60 Concord Road
Precinct 5	Stony Brook School, 9 Farmer's Way, at Veterans Memorial Complex
Precinct 6	Rita Edwards Miller School, 1 Mitchell Way, off Russell's Way

TOWN CLERK—CONTINUED

Vital Statistics

Vital statistics will continue to be reported on a calendar year rather than a fiscal year basis. The table below shows figures over the last several years. The Town Clerk's office has custody of vital records dating back to the time of incorporation. Much of this information is also available on microfilm at the J.V. Fletcher Library.

Year	Births	Marriages	Deaths
2001	289	73	133
2002	262	78	128
2003	273	76	145
2004	241	66	151
2005	229	49	147
2006	183	75	133
2007	170	65	137
2008	158	65	145
2009	144	53	153
2010	156	69	145

At the Counter

The Town Clerk's office issues several types of licenses some of which expire with the calendar year. Here they are reported on a fiscal year basis to clarify revenues.

Statistics over the last few years are listed below.

Item	2009	2010	2011	Notes
Bulk Stickers	2,073	2,616	1,239	
Business Certificate	149	158	142	
Dogs	2,317	2,353	2,400	
Fish & Wildlife	282	208	255	This service is moving to online -only as of 2012
Flammable Storage Registration	57	37	38	
Notarizations	470	423	390	
Passport Acceptance	309	321	180	This service was suspended in May 2011 due to a change in federal regulations.
Raffle Permits	10	11	5	
Certified Copies of Vital Records	1,246	1,110	1,183	

TOWN CLERK—CONTINUED

Selectmen's Annual Licensing

Alongside her duties as Assistant Town Clerk, Patty Dubey provides administrative support to the Selectmen for their annual licensing. The table below shows annual licensing payments that were received for the processing of applications and/or renewals.

	2009	2010	2011
All Alcohol Club	7	7	7
All Alcohol Package Store	8	8	8
All Alcohol Innholder	2	2	2
All Alcohol Restaurant	14	15	16
Beer & Wine Package Store	5	3	3
Beer & Wine Restaurant	1	1	2
Common Victualler	44	40	44
Automatic Amusement	34	198	102
Class II Used Car	9	7	9
Class III Junk Car	1	1	0

Meetings

Beginning in July of 2010, Open Meeting Law changes were put into effect. The requirement to post agendas at least 48 hrs in advance of a meeting was the most significant change. These agendas are visible in the vestibule at Town Hall and online. Governmental meetings (with the exception of executive sessions) are open to the public and minutes are made available at the Town Clerk's office and online within a reasonable window of time. Board and committee membership is printed in the front of this book and is also viewable online at westfordma.gov/citizen.

We are very fortunate to have help in the office from Emily Teller, Barbara Murch and Cecile Demers-Gauthier. We greatly appreciate the time and wisdom offered by volunteers throughout the year. Historical knowledge and technical expertise are applied in unique ways on the many filing, database and scanning projects that keep our data organized.

Preservation

Special thanks to members of the Records and Archives Management Committee for their assistance with town archives, which is detailed in their report.

Cooperation

As the first line of response for many public information requests, the Town Clerk's office staff relies on the expertise and assistance of countless individuals and departments to whom we are grateful.

TREE WARDEN

The Tree Warden for the Town of Westford is also the Highway Superintendent. His responsibilities include:

Richard J. Barrett
Tree Warden

- The care and maintenance of shade and ornamental trees within the town right-of-ways
- The removal of dead or hazard trees within the town right-of-ways
- Emergency removal of storm damaged trees
- Determining with the assistance of the Engineering Department, ownership of trees needing to be removed or trimmed (based on GIS measurements)
- Determining the condition of trees, particularly with respect to public safety
- Care and control of parts of trees and shrubs that extend or overhang the limits of any public roads or grounds
- Removing, or causing to be removed, all illegally erected signs or advertisements placed upon trees within any public road or place under the Warden's jurisdiction

The Tree Warden maintains public shade trees predominantly in response to requests from citizens for service. In addition, maintenance work is performed on public shade trees damaged by storms which are routinely repaired to insure the long-term health of the affected trees.

Before any town shade live trees can be removed, a public hearing is required in accordance with the Massachusetts Public Shade Tree Law.

As Tree Warden, I express my appreciation and thanks to the Board of Selectmen, Town Manager, the employees of the town, and the residents for their support, cooperation and assistance during the past year.

VETERANS SERVICES DEPARTMENT

The Veterans Services Department is responsible for insuring that all veterans and their families have access to the benefits they have earned through their loyal service to their country while serving in the military.

Terry M. Stader
Veterans Service Officer

The Veterans Services administers services and benefits as outlined in Chapter 115 of the General Laws of Massachusetts. This office also offers burial, job programs and housing assistance, along with food and fuel aid to qualified applicants. We offer assistance to our residents with the various veterans' assistance programs at the local, state and federal level.

The Veterans Services office is located at the Millennium Building behind Abbot School at 23 Depot Street. We have expanded our office hours over the last few months. Please check out our website for the most current information.

VSO Terry Stader encourages residents to follow the Veterans Services webpage found on the Town of Westford web site. Important information about veterans' benefits at local, state and federal level is posted in various formats at this site, to insure that the veteran and his family have access to the most current information. The veterans' services website is found at <http://westfordma.gov/veterans>. Program information is available via many links, along with guides on how to apply. This office will assist veterans with any claims and applications.

Over the past year, this department had two very successful events in our Memorial Day and Veterans Day programs on the Common and at our memorials throughout the town. A wonderful program included presentation of thank you cards to veterans by school children of Westford. A number of speakers spoke of the honor and tradition of military service and a commitment of our community to serve them as they served us. Thank you to all that participated and came to be part of our event, most especially the younger generation who some day may go on to honor their country in their future service.

This department cannot speak highly enough of the many residents who have volunteered to support us this year with their time and effort towards our veterans' holiday programs. Other volunteers are assisting our veteran population in other ways. Local veterans service organizations such as the two American Legion Posts (Posts 159 and 437) and the Disabled American Veterans (Chapter 28) continue to serve their country in their efforts and programs to aid the local veterans. Interested volunteers should not hesitate to contact the Veterans Services office if interested in lending a hand.

The Veterans Services Department continues to offer an internet presence with a VSO Blog which can be viewed as an RSS feed. We also now have Twitter and Facebook accounts and will use those services to publicize relevant veterans' related information. Our Facebook link is <http://www.facebook.com/WestfordDVS>. You can follow us on Twitter at WestfordMAVets, <http://twitter.com/#!/westfordmavets>.

VETERANS SERVICES DEPARTMENT—CONTINUED

Through the services of our Parks and Recreation Department, flags will be lowered on the Common flagpole for events as directed by both federal and state proclamations. A notice posted at the base of the flagpole will indicate the reason the flag is at half-staff. We thank the volunteers who have offered to provide this service to our residents and visitors to the Common. Half-staff notifications will be posted electronically on the town and many of the Westford related websites.

Early in 2011, a veteran's registration form insert with the town-wide census (not the same as the US Census taken in 2010) was provided. We would appreciate it if any veteran will take a moment to complete the form and return it with their census form. The goal is to insure all veterans, young and old, as well as any deceased veteran within the Town of Westford, have been identified. New programs or benefits important to our veteran population may become available, and we want to be able to disperse information to qualifying residents.



WATER BYLAW REVIEW COMMITTEE

The Annual Town Meeting (ATM) of March 27, 2010 approved a resolution requesting a “Town Study Committee to assess the concerns of the Water Commissioners regarding the inconsistencies between the Chapter 169 Water Bylaws and the Westford Home Rule Charter Act”.

The Board of Selectmen appointed the Westford Water Bylaw Review Committee and charged them to identify inconsistencies between the Water Bylaw and the Westford Home Rule Charter Act (Town Charter) and to recommend changes to the Water Bylaw to eliminate the inconsistencies. The Committee was also charged to identify inconsistencies that cannot be corrected by a bylaw change and report such inconsistencies back to the Board of Selectmen. During all review and discussion and in the recommended changes, the committee was to honor the votes of the ATM on Article 16 at the 2010 ATM.

Jim Sullivan
Board of Selectmen
Hugh Maquire
Water Commissioner
Jeanne Drula
Finance Committee
Citizens at large
John Cunningham
Tom Arria
Marilyn Frank
Madonna McKenzie
Rob Creegan
alternate

At the initial meeting on October 6, 2010 the committee elected the Chairman John Cunningham and Vice-Chairman Tom Aria. The committee also adopted rules of engagement that proved invaluable in the animated but cordial discussions that characterized the committee deliberations. The committee agreed to review and discuss any information and documentation that might have an impact on the committee’s understanding and/or evaluation of any detected inconsistencies between the Water Bylaw and the Town Charter. At subsequent meetings in November and December the committee discussed the history surrounding the issue before the committee, in particular, the selection of the Water Superintendent and the reasons behind the initiative to change the Town Charter. In addition to the Water Bylaw and the Town Charter the committee also reviewed and discussed the Town Counsel’s letter of September 8, 2009 re: Authority to Appoint Water Superintendent.

The Committee also discussed the significant responsibilities and authority of the Water Commissioners, as defined in Massachusetts General Law, particularly in MGL c.41 sec. 69B. The Committee also reviewed the State Manual for Enterprise Funds, dated April, 2008 and MGL c.44 sec.53F1/2, particularly as it relates to the budgets and operations of town departments and the authority of the Town Manager.

After reviewing all aspects of the Water Bylaw, the Town Charter and other documentation, the committee identified two inconsistencies between the Water Bylaw and the Town Charter that merited recommendations for change, specifically Sections 169.1 and 169.2. of the Town Bylaws. As a result, the Committee recommended to the Board of Selectmen at their meeting on December 14, 2010 that Section 169.1 be modified to properly recognize the authority of the Water Commissioners and the authority of the Town Manager as defined under the Town Charter and that Section 169.2 of the Water Bylaw be modified to properly reflect the inclusion of Water Department employees in the personnel management system as defined under the Town Charter, recognize the Town Manager’s personnel management authority and to eliminate the unneeded provision of the yearly appointment of the superintendent.

WATER BYLAW REVIEW COMMITTEE—CONTINUED

The Committee proposed specific changes to Sections 169.1 and 169.2 of the Town Bylaws which were approved by, the 2011 Annual Town Meeting.

Dissolution of the Committee was approved by the Board of Selectmen on July 12, 2011.

WATER DEPARTMENT

The Westford Water Department employs a staff of 14 to manage and maintain the water system and its resources. The full-time superintendent and a three-member Commission with one alternate are responsible for the Department which is charged by the town to provide safe, high quality, uninterrupted water at a reasonable pressure. The Water Department must also adhere to water quality requirements established by the U.S. EPA and the Massachusetts Department of Environmental Protection (MassDEP). The Board of Water Commissioners meets twice a month, usually on the first and third Wednesday of the month. To have a topic added to the agenda notify the Business Manager by no later than 10:00 am of the Monday preceding the meeting or at least 48 hours in advance if the meeting is held on another day. You can visit the Water Department's website at www.westfordma.gov/water for more information.

Board of Water Commissioners

Hugh C. Maguire
Chairperson

Elizabeth Denly
Secretary

Leslie A. Thomas
Member

Carolyn Jerzylo
Alternate



STAFF

Robert Worthley, Superintendent
Stephen Cronin, Water Treatment Manager
Mark Warren, Environmental Compliance Manager
Larry Panaro, Business Manager
Paul (Pip) Ricard, Foreman
Wayne Beauregard, Foreman
Chris Macpherson, Licensed Well Specialist; Dave Crocker, Licensed Well Specialist; Rob Daley,

Licensed Well Specialist; Scott Harkins, Licensed Well Specialist; Joe Emerson, Licensed Well Specialist; Dianne Cloutier, Records Supervisor; Sandra Kane, Administrative Assistant; Barbara Capone, Department Assistant

2011 Highlights

- Larry Panaro was hired as Business Manager in February 2011.
- Nutting Road Perchlorate Treatment Facility. The perchlorate treatment plant was granted approval to operate by the Massachusetts Department of Environmental Protection (MassDEP) and subsequently started up in March 2011. Groundwater from the Stepinski, Cote, and Depot wells is treated by this plant to remove perchlorate contamination to a level below the state allowable limit of 2 parts per billion (ppb). The plant uses ion exchange technology, and includes four vessels (2 lead and 2 lag) containing a special strong base anion resin selective for perchlorate. With a designed flow rate of 1300 gallons per minute (gpm) the plant effectively treats about 620,000 gallons per day (gpd) of water from all three of these wells.

WATER DEPARTMENT – CONTINUED

- MassDEP granted final approval for the Stepinski well in March of 2011, and it has been pumping steadily ever since. This well contributes roughly 50% of the water treated by the Nutting Road Water Treatment Plant, and is pumped at a rate of approximately 430,000 gpd.
- Emergency and repair water shut off notifications are now posted on the department website and automatically sent to town notice subscribers. In addition, a comment field was created on the Department website to allow customers to provide general questions, comments, or concerns regarding service.

Public Outreach

The Water Department continued its public outreach efforts in FY 2011 which included the biannual newsletter “InFLOWmation”, and the annual Consumer Confidence Report which informs the public about water quality issues, pollution prevention and water conservation tips, and Water Department changes. Outreach efforts also included the 2011 Water Department Open House held in May featuring tours of the Forge Village Road facility, several excellent water conservation displays, and winners of the grade four poster contest; the grade four groundwater presentation at the Abbot, Crisafulli and Miller schools; grade five water pollution demonstration, and pond study during the June East Boston Camp program.

Employee Spotlight

Stephen Cronin – Water Treatment Manager



As Water Treatment Manager, Steve’s primary responsibility is management of the town’s drinking water treatment facilities in order to provide adequate quantity and quality of drinking water to meet public health and fire protection needs. Steve is involved in the day-to-day oversight of the water treatment plant operations located on Forge Village Road and Nutting Road. Steve has extensive drinking water treatment experience acquired from several years as Chief Water Treatment Plant Operator for the town of Hanover, Massachusetts. Steve is a licensed T4 (treatment) and 3D (Distribution)

drinking water operator, and holds a business degree from St. Anselm College.

New Employee

Larry Panaro - Business Manager

Larry started as Business Manager with the Westford Water Department in February, 2011. As Business Manager, Larry is responsible for managing the financial planning and accounting practices of the Water Department, preparing financial reports, projecting annual revenue and costs, tracking accounts receivable and payable, maintaining the billing system, and many other business-related duties. Larry holds an MBA from the University of Massachusetts at Amherst. In addition to over 25 years business experience with private high-tech firms, Larry also has significant municipal experience gained from 10 years as business manager for the Haverhill Department of Public Works.

WATER DEPARTMENT – CONTINUED

Westford Water Department Rules and Regulations

Have a question about Westford Water Department rules and regulations or water rates? Our rules and regulations and rate information are available online at the Water Department website www.westfordma.gov/water under the “Rules and Regulations” link on the left hand side of the website.

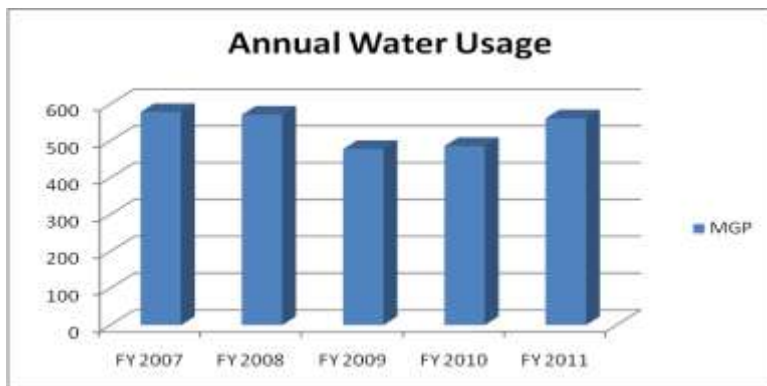
Comments

Any comments or questions about Water Department service? A new comments field is located within the Service Information area on the left hand side of the website under the “Comments” link where you can send us your feedback.

Water Usage at a Glance MPG=Millions Gallons Pumped

MGP	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
July	69.798	72.596	58.837	44.012	88.146
August	73.211	80.417	49.954	56.871	79.628
September	49.481	68.924	47.346	49.784	64.816
October	43.559	44.71	35.723	35.604	38.856
November	35.037	32.115	32.128	30.429	30.402
December	36.17	32.391	32.792	30.822	31.582
January	36.741	32.725	32.163	31.307	32.841
February	32.37	29.422	28.487	27.272	29.859
March	38.532	31.616	30.888	31.049	31.837
April	36.551	36.869	35.535	33.519	31.212
May	56.103	47.399	46.765	53.966	41.377
June	71.319	62.258	47.475	61.561	61.279
Total	578.872	571.442	478.093	486.196	561.835

Note: The fiscal year (FY) runs from July 1 through June 31.



WATER DEPARTMENT – CONTINUED

Water Department Statistics:

Total System Water Storage Capacity = 4.85 Million Gallons

Number of:

Total Water Dept. Fire Hydrants	*1020	Total Miles Water Main	132
Total Active Accounts	5388	Water Main Breaks in 2011	9
New Service Connections in 2011	52	Service Renewals in 2011	23
Service Leaks Repaired in 2011	18		

A service renewal is replacement of the line from the main to the customer meter. A service leak is located within the line from the main to the customer meter.

**The Water Department performed a hydrant survey in Spring 2011*

ZONING BOARD OF APPEALS

The Zoning Board of Appeals typically meets on the third Wednesday of each month in Room 201 in Town Hall. Meetings are open to the public.

Thirty-four Zoning Board petitions were heard during Fiscal Year 2011. The requests varied greatly, including, but not limited to variance requests for additions, special permits and variances for altering an existing nonconforming structures, special permits for demolition and rebuilding of nonconforming structures and one appeal of a decision by the Building Commissioner.

Under Comprehensive Permit Law (Chapter 40B), the ZBA is authorized to waive local regulations, including zoning, for residential developments that consist of at least 25% affordable housing units. One comprehensive permit for 20 affordable units, known as Cottages in the Woods, was approved in FY 2011.

Bob Herrmann
Chair

Scott MacKay
Vice-Chair

Jay Enis
David Earl
James Kazeniac

Associate Members
Mark Conlon
Roger Hall
Christopher Romeo

Staff
Angus Jennings
Director of Land Use Management

Chris Kluchman, AICP
Board of Appeals Staff

	Approved	Denied	Withdrawn
Variance	17	0	0
Special Permit	13	0	
Modification	1	0	0
Comprehensive Permit (40B)	1	0	0
Administrative Appeal	1	1	0
Totals	33	1	0

The Zoning Board of Appeals (ZBA) is a quasi-judicial body chartered under the Massachusetts Zoning Act (Chapter 40A and 40B) and Westford’s Zoning Bylaw. Membership consists of five regular voting members and three alternate members appointed by the Board of Selectmen. The ZBA plays a role in regulating land use and development in the Town by hearing applications for variances from the Zoning Bylaw, special permits for allowed activities that require heightened review under Town zoning, appeals of decisions of the Building Commissioner and comprehensive permits for mixed-income developments in accordance with M.G.L. Chapter 40B.

Web Page: http://www.westfordma.gov/pages/government/towndepartments/boardsandcommittees/WestfordMA_zba/index

DIRECTORY OF TOWN DEPARTMENTS

Department	Address	Office Hours	Main Phone
Assessors Office	Town Hall	M-F, 8am-4pm	978-692-5504
Animal Control	Beacon Street	Leave message or call Police Dispatch (emergency only)	978-692-4574 978-692-2161
Building Department	Town Hall	M-F, 8am-4pm	978-692-5527
Bylaw Enforcement	Town Hall	M-F, 8am-4pm	978-692-5527
Council on Aging	Cameron Senior Center 20 Pleasant Street P.O. Box 2223	M-F, 8am-4pm	978-692-5523
Cemetery Department	Pine Grove Cemetery Office 68 Forge Village Road	M-F, 7am-3:30pm	978-692-5526
Conservation Commission	Town Hall	M-F, 8am-4pm	978-692-5524
Emergency Management Agency	<i>Contact Police or Fire Dept to be connected to an Emergency Management Director</i>		978-692-2161 978-692-5542
Engineering Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Finance Director/ Treasurer	Town Hall	M-F, 8am-4pm	978-692-5518
Fire Department	51 Main Street P.O. Box 296	M-F, 8am-4pm (dispatch 24hrs/day)	Business 978-692-5542 Emergencies 911
GIS Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Health Department	Town Hall	M-F, 8am-4pm	978-692-5509
Highway Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Housing Authority	65 Tadmuck Road	M-F, 8:30am-1:30pm	978-692-6011
Human Resource Department	Town Hall	M-F, 8am-4pm	978-692-5501 ext.2
J.V. Fletcher Library	50 Main Street	M-TH 10am- 9pm F 1pm - 5pm Sun 2pm-5pm	978-692-5555
Museum	4 Boston Rd	Sun 2pm-4pm Office hours M,W,F 9am-4pm	978-692-5550
Parking Clerk	Town Hall	M-F, 8am-4pm	978-692-5515
Planning Department	Town Hall	M-F, 8am-4pm	978-692-5524
Police Department	53 Main Street	M-F, 8am-4pm (dispatch 24hrs/day)	Business 978-692-2161 Emergencies 911
Recreation Department	35 Town Farm Road	M-F, 8am-4pm	978-692-5532

DIRECTORY OF TOWN DEPARTMENTS—CONTINUED

Department	Address	Office Hours	Main Phone
SCHOOLS			
Abbot Elementary School (gr. 3-5)	25 Depot Street	M-F, 8:25am-2:30pm	978-692-5580
Blanchard Middle School (gr. 6-8)	14 West Street	M-F, 7:35am-1:55pm	978-692-5582
Crisafulli Elementary School (gr. 3-5)	13 Robinson Road	M-F, 8:25am-2:30pm	978-392-4483
Day Elementary School (gr. 3-5)	75 E. Prescott Street	M-F, 8:25am-2:30pm	978-692-5591
Millennium School (pre-k)	23 Depot Street	M-F, 9am-3pm	978-692-5560
Miller Elementary School (gr. K-2)	1 Mitchell Way	M-F, 9:05am-3:10pm	978-392-4476
Nabnasset Elementary School (gr. K-2)	99 Plain Road	M-F, 9:05am-3:10pm	978-692-5583
Nashoba Valley Technical High School (gr. 9-12)	100 Littleton Road	M-F, 7:45am-2:30pm	978-692-4711
Robinson Elementary School (gr. K-2)	60 Concord Road	M-F, 9:05am-3:10pm	978-692-5586
Stony Brook Middle School (gr. 6-8)	7 Farmer's Way	M-F, 7:35am-1:55pm	978-692-2708
Westford Academy (gr. 9-12)	30 Patten Road	M-F, 7:35am-1:55pm	978-692-5570
SCHOOL ADMINISTRATION			
Superintendent	Millennium Building 23 Depot Street	M-F, 8am-4pm	978-692-5560
Bookkeeping	Millennium Building 23 Depot Street	M-F, 8am-4pm	978-692-5560
Business Office	Millennium Building 23 Depot Street	M-F, 8am-4pm	978-692-5560
Special Education Department	Millennium Building 23 Depot Street	M-F, 8am-4pm	978-692-5560

Website: www.westfordk12.us

DIRECTORY OF TOWN DEPARTMENTS—CONTINUED

Department	Address	Office Hours	Main Phone
Tax Collector	Town Hall	M-F, 8am-4pm	978-692-5506
Technology Department	1 E. Prescott Street	M-F, 8am-4pm	978-399-2420
Town Accountant	Town Hall	M-F, 8am-4pm	978-392-4450
Town Clerk	Town Hall	M-F, 8am-4pm	978-692-5515
Town Manager	Town Hall	M-F, 8am-4pm	978-692-5501 ext.1
Treasurer/Finance Director	Town Hall	M-F, 8am-4pm	978-692-5518
Tree Warden	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-399-2731
Veterans Services	Millennium Building 23 Depot Street	M, W 8am-3pm T, 8am-4pm Th, 8am-12pm @ Cameron Sr. Center F, Call for apt.	978-392-1170
Water Department	60 Forge Village Road	M-F, 7:30am-4pm	978-692-5529
Zoning Board of Appeals	Town Hall	M-F, 8am-4pm	978-692-5524

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WESTFORD AT A GLANCE

Incorporated	September 23, 1729
Population (2010 census returns)	20,868
Miles of Road	160 miles (approximate)
Total Area	30.2 square miles
FY12 Tax Rates	
Residential & Personal Property	\$ 15.23 per thousand
Commercial & Industrial Property	\$ 15.50 per thousand
Form of Government	Open Town Meeting Board of Selectmen Town Manager
Website	www.westfordma.gov

Public Works Initiative Committee

Fiscal Year 2011 Town Report

The Public Works Initiative Committee is charged with working with all policy boards to carry forward the plan developed by the ad hoc Public Works Committee dated March 2010. The committee is responsible for further refining the plan steps, developing additional concepts and recommending implementation actions according to the Public Works policies adopted by the Board of Selectmen on February 26, 2010. Membership includes voting representatives from the Board of Selectmen (Valerie Wormell), School Committee (Arthur Benoit), Library Trustees (Bob Price), Finance Committee (Mark Kost), Conservation Commission (John Cunningham), Water Commission (Hugh Maguire), Parks and Recreation Commission (Gus Bickford), and Council on Aging (George Rogers) with voting staff representation from the Assistant Town Manager (John Mangiaratti) for a total of nine members appointed for a three year term by the Board of Selectmen. The board of Selectmen representative will act as chair pro tem. The committee also has three (3) non-voting members (Chip Barrett, Highway Superintendent; Pat Savage, Director of Parks, Recreation and Cemeteries; and Angus Jennings, Director Land Use Management) who have been very active and supportive in the committee's initial efforts.

The PWIC met for the first time March 11, 2011, meeting twice a month over the ensuing three months. The committee reviewed previous efforts of the town staff and earlier Public Works (PW) related committees to identify ongoing efforts that are producing results and which may have wider application. The committee also reviewed current practices to identify areas where the committee effort may have the greatest potential for reducing costs and improving efficiency while at a minimum maintaining existing service levels and improving service levels where possible.

This report outlines some ongoing efforts relating to our work, some challenges that may affect our efforts as we go forward and the major tasks the committee plans to undertake.

Examples of PW related efforts that have grown out of previous committees and the initiative of town staff, as well as recent efforts of this committee, include: 1) Consolidation of contracts for like internal services, e.g. inspection and maintenance of elevators and generators, as existing contracts expire. 2) Coordination of parking lot line painting. 3) Completion of an inventory and the photography of town facilities. 4) Development of a systems inventory within buildings, e.g. HVAC to room thermostats. 5) Establishment of the PWIC web site to communicate with staff and the public. The website includes a "suggestion box".

The committee faces several challenges in the development and evaluation of initiatives to improve services and reduce costs of public works activities. Some of the challenges that have evolved over the last few months from the committee's discussions and exploration of options include: 1) Cost and slow implementation of software to track maintenance and repair of vehicles, equipment and facilities. We are looking for less expensive and more user-friendly alternatives. 2) Lack of a formal facilities maintenance tracking system. 3) Obtain accurate costs for facility maintenance and repair.

For Fiscal Year 2012 the PWIC will be addressing several areas. In purchasing, procurement and contracts the committee will continue with efforts to identify all public works related contracts and to combine as appropriate. In facilities maintenance, repair and alteration the committee will obtain and evaluate all costs including in-house labor and materials and service contracts with a goal of consolidating resources and streamlining processes for facilities work. For vehicles and equipment the committee will review the inventory of all public works related vehicles and equipment with a goal of combining purchasing and contract services as well as developing a formal system for scheduling and sharing of resources. In care and custody of town facilities and property, the committee will review current care and custody responsibilities with the goal of realigning as appropriate and consolidating public works responsibilities to allow departments to concentrate on their core responsibilities. As for organization, the committee will be considering the development of streamlined processes within the current organization to improve response to public works requirements as well as improvements in the public works organization.

The next year holds great promise for initiatives that will reduce costs and improve public works services to the Town of Westford. The PWIC will be working hard to make that happen.